

The National Underwriter

LIFE INSURANCE EDITION

THURSDAY, JUNE 2, 1921

Combined Twelve Year Record of Three Largest Life Companies Doubled by Growth of International Life

The remarkably rapid expansion of the International Life stands out boldly as a unique achievement in the underwriting annals of the United States when analyzed relatively. This comparison will help:

The three largest insurance companies in the United States today, when the results disclosed by the twelfth annual report of each company are consolidated, show:

	INSURANCE IN FORCE	ADMITTED ASSETS
Metropolitan Life	\$13,903,156.00	\$2,084,982.00
New York Life	11,385,136.00	1,195,383.00
Mutual Life	22,082,633.00	2,850,078.00
Three largest companies combined	\$ 47,370,925.00	\$ 6,130,443.00
International Life, alone	130,628,075.00	15,386,557.71

Thus the International Life is shown by its twelfth annual report to have accumulated substantially more than twice the volume of business and assets that were accumulated in combination in a corresponding period of time by all of the three largest American Life insurance companies of today.

INTERNATIONAL LIFE

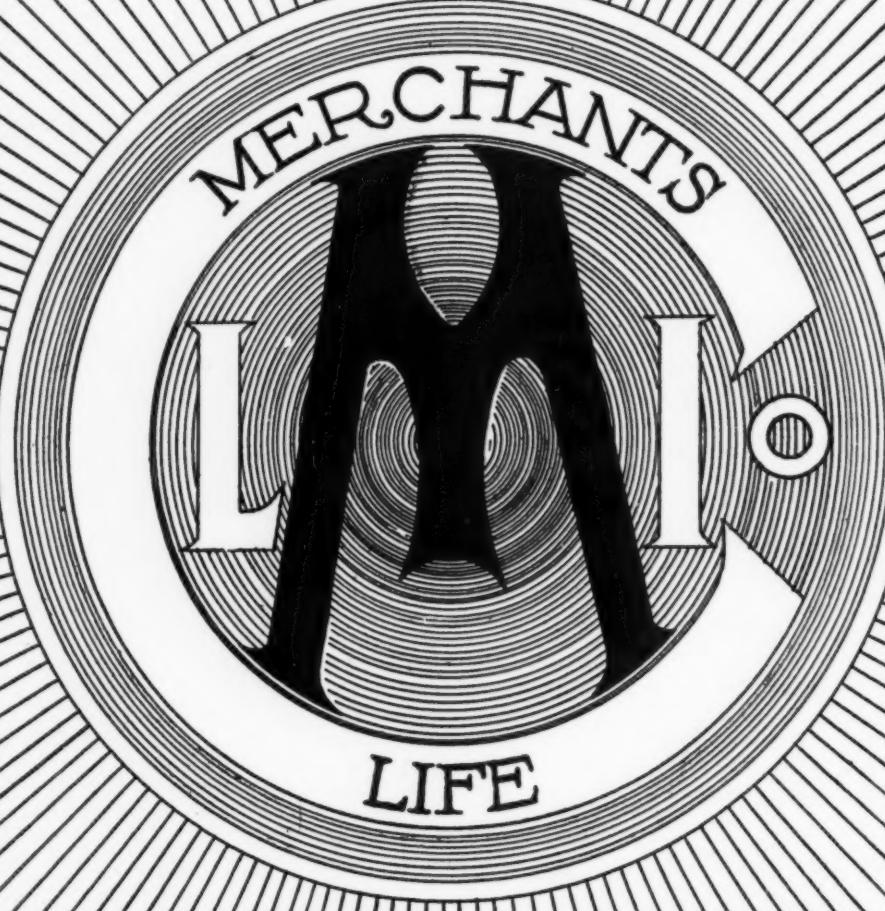
Massey Wilson, President

J. L. Babler, Vice-Pres. and Gen'l Mgr. Agencies

Insurance In Force NOW - - - - - \$142,000,000.00

Ben Franklin wrote—

"As you will by that time have learned a quarter of a century of uninterrupted service is a decent warrant of STABILITY for any business concern."



**MERCHANTS LIFE
INSURANCE COMPANY
William A. Watts, President
DES MOINES, IOWA**

The National Underwriter

LIFE INSURANCE EDITION

Twenty-Fifth Year No. 22

CHICAGO, CINCINNATI AND NEW YORK, THURSDAY, JUNE 2, 1921

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LIFE MEN PROMOTING AGENCY FOR ALL LINES

Plan Launched in Chicago to Meet Life Competition of General Writing Offices

ON COOPERATIVE PLAN

Each Agent Would Be Stockholder and Place With It All Business Except Life

The competition between large general insurance agencies and specializing life agents for life business in Chicago has caused a group of Chicago life agents to propose the creation of a large general agency of their own, writing all lines of insurance. The plan has advanced to the point where a committee is now working out the details. These agents are persuaded that the only means of meeting the advance of casualty and fire agents into the life field is for the life men to enter the other fields with an organization owned by themselves, giving better commissions, service and means of placing general lines.

This feeling of the life men originated with the move of the large general agencies in forming life departments. The idea of a counter general agency seems to have been originated by Irvin B. Eberhardt, of the Northwestern Mutual, and James H. Miles, of the Union Central. It was considered quietly for some time, but the recent placing with W. A. Alexander & Co., of a general agency for the Penn Mutual brought the matter to a head in a general discussion held last week after the meeting of the Field Men's Club. The discussion was not a part of the club's meeting, nor is the plan a club proposition, the club having adjourned as a club before considering the question. A long and heated discussion followed and a very diversified opinion developed.

Some Doubt Practicability

It was stated that the suggestion has found favor with many, including several general agents. One of the leading general agents, a man who is not a part-time advocate, is reported to have said that this idea is just the solution long looked for. On the other hand, some of the agents are skeptical as to the practicability of such a project. It is not a slight matter and cannot be settled by a snap judgment. Accordingly, after the discussion, a committee was appointed to further consider the idea and draw up definite plans, if so advised, to be submitted at a meeting to be called in a month. The committee consisted of Thomas B. Whittlesey, Pacific Mutual, chairman; James H. Miles, Union Central; George Stauch, Pacific Mutual; Lewis Degen, Mutual Life, and John H. Stevens, State Mutual.

The primary idea seems to be one of self-protection on the part of the life agents. The hold that fire and casualty brokers have upon their clientele is

GET SURETY FUND LIFE

WILL MERGE WITH STATE

Iowa and Minnesota Departments Are Examining the Two Companies Preparatory to Deal

It is understood that the State Life of Des Moines has purchased the entire stock of the Surety Fund Life of Minneapolis and will merge it with the Des Moines company. The Surety Fund Life has been on the market for some time. Examiners of the Iowa and Minnesota departments are now going over the records of the two companies. When the merger is complete the State Life will have \$20,000,000 insurance in force, premium income of \$450,000, capital and surplus \$675,000 and gross assets of \$1,800,000. A. C. Tucker is president and general manager of the State Life.

The Surety Fund was formerly an assessment company, commencing business in 1898. On March 30, 1915, a resolution was adopted to change to a legal reserve company with \$100,000 capital. The change was completed Oct. 26 of that year. The main man in the company is Dr. E. Klaeveness, who is president and medical director. The company operates in Michigan, Minnesota, Montana, North Dakota, South Dakota and Wisconsin. In April, 1916, it reinsured the business of the Dakota Western of Sioux Falls, S. D., amounting to \$1,768,000.

such that they have a decided advantage in soliciting these men for life insurance. It is competition, but the specializing life men feel that it is on uneven ground. In many cases the specialty man will make a long, strenuous canvass, only to have a broker step in and obtain the life policy. In order that they may have a greater hold on the prospects, many Chicago life salesmen have come to the conclusion that side lines must be written. It was mentioned that one of the Chicago general agents had said recently that, in spite of what was said to the contrary, 85 to 90 percent of all life agents write other lines of insurance. As one of the agents said: "What is the use of 'kidding' ourselves?" The business is almost forced on the agent at times and the idea of the Chicago man is that he should have a place to put it without any excess time spent or money lost.

Want More Returns in Business

All the Chicago agents have numerous general insurance agencies that are at their service constantly and are only too glad to place the business. However, the agents do not get more than the brokerage on such business. It is claimed that the proposed cooperative agency would enable all agents to earn full commission on all business written, and would enable them to offer their prospects the best of service from an organization of their own. It is true that the average man expects an insurance man to know about all lines and such a general agency would enable the agent at least to have the means of giving the desired information without turning the business over to a

(CONTINUED ON PAGE 2)

TAKES OVER COMPANY

SAFETY FIRST IS PURCHASED

Will Discontinue Writing Life Insurance, Devoting Itself to Accident, Health and Credit

OKLAHOMA CITY, OKLA., May 31.—R. T. Stuart, president of the Mid-Continent Life of this city, and president of the R. T. Stuart Company of Dallas, Tex., has purchased the controlling interest of the Safety First Life of this city. Immediately upon the deal being closed the name of the company was changed to that of the Safety First Insurance Company. The new company will devote its business to health, accident and credit insurance, discontinuing the writing of life insurance. A. L. Welch, former state insurance commissioner, who was president of the Safety First Life, will retain his position at the head of the new company. No changes in the management of the new concern will be made except that Mr. Stuart becomes one of the members of the board of directors. The Safety First Life has been enjoying a good business, writing more than \$500,000 in premiums.

The assets of the Safety First are \$221,308, capital \$100,000, net surplus \$46,736. The company was organized as the Safety First Health & Accident, I. A. Lower being the secretary and treasurer. Mr. Lower states that he expects to get back in the business in some capacity. He served as secretary for four years.

New York Life Rally

About 500 agents of the New York Life met in Chicago last week in celebration of the three months' testimonial contest in honor of Thomas A. Buckner, vice-president of the company. During the testimonial \$24,025,000 of new business was written and the allotment was \$19,350,000. Edward Wolverine of Omaha, Neb., wrote the largest amount of business during the period of the contest rolling up a total of \$618,000. M. J. Simmer of Rockford, Ill., wrote the greatest number of applications, securing 121 for a total of \$175,000 of insurance.

Officials attending the meeting from the home office included Vice-President Thomas A. Buckner; Secretary W. H. Pierson; Dr. O. H. Rogers, chief medical director; L. Seton Lindsay, superintendent of agencies, and Charles H. Langmuir, assistant superintendent of agencies. Robert E. Whitney of Chicago, inspector of agencies of the central department, presided at the meeting.

No Carnegie Summer Term

Owing to the fact that members of the faculty of the Carnegie School of Life Insurance Salesmanship are to spend the summer in San Francisco, where they will conduct a summer school for the Northern California Life Underwriters' Association, there is to be no summer term at the Carnegie Institute of Technology.

The next term of the school at Carnegie Tech will open Monday, Oct. 3, and will close Friday, Dec. 16.

GREAT SUCCESS IN INSURANCE COURSE

Salesmanship Project at Denver University Started Out Very Satisfactorily

H. D. WRIGHT'S GOOD WORK

Students Will Round Out the First Period With Over a Million of New Business

BY CYRUS K. DREW

DENVER, COLO., May 31.—Closing its first term as the second authorized scientific school of life insurance salesmanship in the United States, the Denver University's experiment is found to have been an unqualified success, viewed from every angle. It not only has brought into the business many new workers, already credited with success as solicitors, but it has served to better equip those of the old-timers who went through the class work.

A million dollars in life insurance written is the record of this class of 54 students in the nine weeks reported. That record is regarded as ample tribute to stamp the Denver venture with the mint mark of efficiency and excellence. These 54 students, five of them being women, have followed the Carnegie plan of putting to the test each afternoon the morning teachings of their professors. With a few more days to go to June 4, when the term closes, it is believed the class will roll up the splendid total of a million and a quarter of life insurance written and placed.

Many Had No Previous Training

A feature of this record is the fact that 40 of these students had not previously had any experience in life insurance soliciting. They have averaged well up with the production of the experienced men whose attendance at classes has been equally regular, men who recognized the excellent opportunity presented of equipping themselves with more knowledge of their profession. Since 75 percent of the class were not of that designation, being novices in insurance work, the record of insurance written by the entire class is regarded as remarkable. It was all written in and around Denver.

H. D. Wright's Good Work

Bearing the chief burden of the work, H. D. Wright has carried the school forward by sheer force of personality. He is from New York City, a superintendent of agencies for the Metropolitan Life. The morning classes of two hours daily have been his task, the subject being "Practical Life Insurance Salesmanship." Mr. Wright has expressed himself as greatly pleased with his work at Denver, and well he might be. The students found him to fairly radiate infectious enthusiasm and love of the task. He gave of his best always. Earl H. Howbert has been an able

assistant. Mr. Howbert graduated from the Carnegie life insurance course and is loaned by the New York Life. He teaches life insurance principles and functions. Prof. Phillips and Dean Warfield of the regular D. U. faculty have worked hard and made successes of their classes. Prof. Phillips enjoys an international reputation as a teacher in psychology.

Visiting Lecturers

Visiting lecturers have spoken with enthusiasm of the work done by the Denver school. Among those who specially came to talk to the class were J. B. Duryea, Penn Mutual, San Francisco; Wm. H. Tennyson, Mutual Benefit, Newark, N. J.; George Graham, Central States Life, St. Louis; Graham C. Wells, Provident Life & Trust, New York City; Walter Dill Scott, president Northwestern University, and Jonathan K. Voshell, Metropolitan Life, Baltimore.

Plans for Summer Course

The summer term will begin June 20 and run for eleven weeks. Mr. Wright's place will be taken by Forbes Lindsay, in charge of the practical teaching. The rest of the faculty will be the same as for the first term, and one other addition, James Cowles, general agent at Denver for the Provident Life & Trust, who will lecture on "Underwriting Practice."

The visiting lecturers for the summer term include many prominent men. The list is as follows: Frank O. Ayres, Danforth M. Baker, L. J. Dougherty, William J. Fischer, Franklin W. Ganse, Glover S. Hastings, Chas. Hommeyer, Frank L. Jones, George B. Peak, Walter Dill Scott, Edward A. Woods and Oliver Thurman.

The enrollment for the summer course will be limited to 100 students. Entries will not be accepted after July 1. The splendid record of the first class in insurance produced is evidence of the practical worth of the course. Denver's climate is always delightful through the summer months, the work is cast in pleasant and congenial surroundings and it offers a combination of study and profitable employment that ought to appeal to many young men eager to learn life insurance salesmanship, as well as to those already of the business who want to improve themselves. Those interested should get in touch with Dean George A. Warfield, Denver.

The annual agency meeting of the Topeka, Kan., general agency of the Aetna Life, under the management of O. T. Cropper, will be held at the Lake View Country Club near Lawrence, Kan., June 29.

ADVICE OF AN EXPERT

George A. Smith of the New York branch office of the New England Mutual Life is an underwriter who comes very near the million-dollar class. He advises:

1. Know as much as you can about a man before you see him;
2. Whenever possible, have a definite plan to propose;
3. Analyze his life insurance holdings for him;
4. Render every service possible;

5. Always obtain from every new policyholder a card to at least three of his friends; the "endless-chain" system will keep you supplied with prospects.

Here are two sentences from Mr. Smith's blotter:

Proof Upon Request

"It takes sixty-four muscles of the face to make a frown and only thirteen to make a smile."

"Ten percent of your income spent for life insurance will make the hundred percent you leave worth while."—New England Pilot.

HOW NEWSPAPER CLIPPING HELPED

Big Producer Used It to Close \$10,000 Case

READING the daily newspapers carefully will furnish the agent not only with names of new prospects but with many strong and forceful arguments which can be used in his daily canvassing. The associate manager of a big agency, who is also one of the leading producers of the country, tells how a newspaper clipping helped him to close a \$10,000 case. His story is as follows:

"In reading over my daily newspaper the other day I came across a short but valuable article which told of the number of accidents which happen in the United States every year. It read:

"Every year 11,037,000 persons are hurt in various kinds of accidents and 105,000 are killed. That's according to the statistics of the Health and Accident Underwriters' Conference which was held in Chicago recently. The figures are averages. The insurance men say that the personal carelessness of the American is to blame, and that speed is the present plague."

Soon Found Chance to Use It

"I had no immediate case in mind in which I might use this clipping as an argument but I placed it in my wallet, knowing that at some time or other it would prove valuable. It was not long before I had an opportunity to try it out. In going over my prospect files one morning I came across the card of a man, whom I had sold quite a long time ago, and I decided that it was about time he was taking another policy.

"That same morning I called at his office, and before greeting him made a sweeping survey of his office and saw at a glance that I had called at a rather inopportune time. Through the opened door I could see my prospect seated in his private office hurriedly going through some letters on his desk. His hat lay carelessly on a table nearby. Directly by his side, almost blocking the entrance to the room, were two traveling bags. It was evident that the man was not in a mood to talk business. I had paused in the outer office but a minute when he looked up and recognizing me beckoned me to come in. I greeted him with a cheery 'good morning' and said:

"I am here to write you another policy." He appeared impatient but in a not unpleasant voice replied:

"What makes you think I want another policy? Don't you think I have enough insurance now?"

Where a "Hunch" Helped

"I do not know what makes me think so, but I just had a hunch you wanted another one."

"Your hunch is correct. I have been thinking of taking some more life insurance, but I am sorry we cannot talk the matter over now. I must catch the 11 o'clock train to New York. I will return in about a week and if you

will call then I shall be glad to discuss the matter with you."

"I had to think quick. Would it be better to call when he returned from his trip or should I attempt to close the case immediately. I decided on the latter course, and it was then the newspaper clipping came to my rescue. I dug it out of my wallet and handed it to him.

Figures Had Their Effect

"Mr. Jones, you look physically fit now," I said, "but when you return from this trip you may not be able to pass an examination. This clipping will show you why. Out of the 100,000,000 people in this country, there are 11,000,000 or over 10 per cent of them injured each year. Not a small percentage of that 11,000,000 are killed. You are leaving on a train this morning for New York. You have no assurance that you will not meet with an accident during that trip. You may be one of the 11,000,000 for this year."

"He read the clipping over carefully. The figures impressed him. My words struck a note of fear in his heart, not fear for himself but for those whom he was leaving behind. I produced my application blank and filled it out for \$10,000 life insurance. He signed it without a question. On the way to the train we stopped at the doctor's office. He was examined and passed. Several days later I mailed the policy to him at his address in New York.

"This is only one case in which little clipping has helped me. I expect to sell many more policies on the strength of the argument contained within its lines.

People Do Believe What They Read

"Life insurance agents should not pass up the opportunities which such clippings present. The remark, 'Don't believe what you read in the newspaper,' is not taken to heart by the public. People do believe what they read in the papers. The power of the press can never be questioned, whether it be from an editorial or a news standpoint. The things which appear in the papers may be doubted by certain individuals but the public as a whole accepts them as the truth."

"That is what gives to clippings, such as the one I presented, the power which company literature does not have. The agent who depends on company literature to present his arguments is not going to sell much life insurance. No matter how truthful this printed matter might be the prospect will frown upon it because he considers the source from which it comes. He will tell the agent that it is 'bunk' and put out to further the interests of the life insurance companies and not the public. Arguments presented in newspaper clippings, however, come from a disinterested source. For that reason, if for none other, they are bound to be convincing. Agents will do well to make use of them."

the Ohio law, several weeks must elapse after the incorporation papers for an insurance company are issued before the organization meeting can be held. The Capitol Savings meeting will be held June 25. The home office of the new company will be at 568 East Broad street, Columbus, in the same building in which is located the Capital Insurance Agency Company.

Mr. Wolf has resigned as general agent for central Ohio of the Missouri State Life. He was vice-president of the Half Million Club of that company.

Clarence N. Anderson, general agent for the New England Mutual Life at Des Moines, entertained the agents in the Iowa association with a dinner and a theater party last week. The Des Moines agency has charge of the business in Iowa and South Dakota.

LIFE MEN PROMOTING AGENCY FOR ALL LINES

(CONTINUED FROM PAGE 1)

stranger. In this respect, the idea seems to be indicative of the general move towards regarding an insurance man as an insurance man, not as a life, fire, or casualty agent. Some believe that very soon all insurance men will have to write all lines.

See Chance for Big Business

The promoters of the plan contend that the agency would pay well. As a corporation, each life agent could own a share of stock and receive his share of the profits in addition to obtaining full commission. The aggregate of the business turned over by life men to the general insurance agencies would reach a tremendous total. It is contended that this should enable the agency to become one of the leaders in fire and casualty lines. As to whether the agency should start out with a big organization, having experts and engineers on the staff, the agents differed, some believing that they could not begin on a large scale, others that it would not pay unless they did. The committee will discuss that question further.

Some of those present, however, were doubtful as to the feasibility of such a corporation, holding that it would tend to break down the individuality of the life agent and be a development in the opposite direction from making life insurance a profession. The danger of developing "general" insurance agents is feared. As the plan grew, it might become so that anybody would be selling insurance, and it was suggested that in time, if the wall of individuality were broken down, cooperative and state insurance would be less difficult of prevention.

Many Motives Behind Plan

The question was raised as to whether the purpose of the organization would be profit, service, saving of work, or retaliation. No one cause could be defined, a combination of all appearing evident. It was said that if it was profit, service or work, any one of the existing agencies could do the business just as well, without any change. If it was retaliation, it would be questionable whether it would be worth while. Such an action would certainly not drive the present life-writing general insurance agencies to an abandonment of their plan, and might even force all agencies into the field. The discussion merely gave some of the view-points; no attempt being made to come to a decision and the committee will give a definite report in a month.

Some feel that the addition of life departments by general agencies is an offensive attack. These agencies, on the contrary, say that it is done in self-defense. Wade Fetzer, of W. A. Alexander & Co., said recently that the life companies have driven them to it. Life companies are campaigning every casualty agent, with urgent requests for business. The result is that there is a great competition between companies over these casualty agents, with a detrimental effect upon them. General agencies want full time agents, as some of the life companies do. As there is a constant demand for life insurance by policyholders and as the old plan put the agents into the position of part time men, the change had to be made. Men in the W. A. Alexander & Co. office wrote over \$2,000,000 in life insurance last year, in spite of a request on the part of the officials to handle as little as possible, and it was felt that the only way to make them full time agents was to become general agent for a life company.

Fraternal Extends Field

The Ancient Order of United Workmen, one of the big fraternals of the country, has decided to enlarge its insurance field by issuing total and permanent disability and health and accident insurance.



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PROBLEMS OF WRITING INSURANCE ON BIG MEN

Getting in to See Prospect Is More Than Half of Battle in Larger Cities

PREPARATION ESSENTIAL

Can Be No "Hit-and-Miss" Soliciting of Men Who Buy Protection in Big Amounts

NEW YORK, May 31.—In the large cities, New York particularly, the life insurance man has as his principal problem getting in to see a man. That is more than half the battle. The business men of New York throw up innumerable barriers around them and make it most difficult for salesmen to see them. They have gatekeepers, doormen, private secretaries, office boys and general flunkies who by every means they can employ try to turn away anyone seeking an interview. Getting in is about 75 percent of the trick in New York.

One of the biggest producers in the country who operates in New York and is nationally known was asked the other day to tell how he did it. He was asked to explain how he was able to get in to see his men. For those who are producing on a large scale in New York, volume is based on the ability to get interviews. This producer said:

"Getting in to see big men is not accomplished by the use of subterfuges or tricks. The life salesman who simply resorts to some device or other to get before men cannot last because usually when he gets in his presentation is not of the character that makes an appeal or gets the business. Being unable to see men is entirely a case of self-confidence. Perhaps that sounds too simple, but I can easily explain. I believe that I have for sale the one thing that every man should have, whether or not he has anything else. I do not care whether he has a lot of money or little, he needs what I have to offer. There is no substitute for life insurance. There is nothing else that can accomplish the things that a life insurance contract can do. Life insurance is the only thing that can carry out a program such as every man needs. There is no bunk about this. It is the positive truth, and I know it. I have convinced myself on that point.

Why Be Afraid of Big Man?

"Why, then, should I be afraid of big men? I know that the big man needs what I have just as much as the little man. The big man simply doesn't know that he needs it, but he can be made to see that he does if I talk to him. So many people have the idea that men who are filling important places in the world know all about everything. The general impression seems to be that if a man is, for example, president of a big coal mining corporation, he knows not only everything about coal but everything about everything else. He is given credit for being one of the seven wonders of the world. As a matter of fact, most men are fully informed only about their own business. Their supply of general information is not large. They have advanced because they have specialized. They have concentrated their mind upon their own business and as a result have made a lot of money.

"What do such men know about life insurance? I tell you they know very little. They pretend to know a lot, but when it comes right down to it they are sadly lacking in information. Therefore, in addition to knowing they need

NECESSITY FOR CLEAR SPEECH

SECRETARY WILLIAM ALEXANDER of the Equitable Life of New York speaks of the necessity of clear speech from the soliciting standpoint. He says:

"You would think me very stupid if I should try to talk in English to a Frenchman, who knew only his own language. Now, the technical words and phrases relating to life insurance, with which every agent is perfectly familiar, are a foreign tongue to most laymen. And, as no agent can expect people to understand what they can't comprehend, the successful agent must learn to use only familiar words in dealing with the uninitiated. Even the terms most constantly used and most familiar to insurance men may be misunderstood by laymen unless they are explained. For example, the word "premium" is ambiguous, but the word "deposit" is not. The word "dividend" is even more ambiguous, and misleads the layman until he is told that it is in the main a return premium, or refund. If you tell a man that he can sell his policy for so much to the company, he will under-

stand you better than if you talk about its surrender value.

"You may be understood if you talk about the insured and the beneficiary, but your statement will be clearer to most people if you refer to the person on whose life the insurance depends and the person to whom the money will be paid on the maturity of the policy. The agent must know all about paid-up values, standards, reserves, valuations, gross and net premiums, deferred premiums, loadings, additions, reductions, admitted assets, contingent liabilities, and adverse selection; but his client doesn't know, and doesn't care to know, anything about such matters. All he wants to know is that insurance is safe and sound; what it will do for him; how much he needs, and what he must pay for it. He depends upon the agent to select for him the policy that will best meet his requirements, and expects him to save him all trouble and annoyance in obtaining it. Usually anything more than this will bore and bewilder him."

life insurance I am also aware of the fact that they know very little about it.

"The first point for the salesman who wants to sell big men to consider is that getting in to see the man means nothing if there has been no previous preparation. Merely to be allowed to pass through the door and stand before the prospect is not going to get results unless, once there, the salesman has something very definite and interesting to say. Big cases require much preparation. There is no cold canvassing of big men. There can be no hit or miss soliciting of men able to buy life insurance in large amounts. The salesman must go very fully prepared. Big men are accustomed to dealing with big men. They will not waste time talking to amateurs or those who are obviously uninformed, or who have not prepared themselves in advance. Big men are absolutely intolerant of those who are incompetent.

Process With Big Man

"Now, then, what is my mental process when I go into the office of a big man, whom I have never seen? First I am imbued with the thought that he needs what I have to sell. That is the main idea. In the second place, I know that he has only a general, sketchy idea of life insurance. In the third place, I know that I can present it to him in a way that will make an appeal. In other words, while it is true that I will benefit from the transaction, I know that he will just as much as I and so why should I have any apology to offer to anyone? There is every reason why I should be there and none why I shouldn't.

"So I present my card to whomever asks for it and say, 'Tell Mr. Jones that I am here.' I don't say, 'I should like to see Mr. Jones' or 'May I see Mr. Jones?' or 'I should like to get a minute or two with Mr. Jones,' or anything of the sort. I do not put myself in a suppliant attitude. It is very important that I put myself right with the secretary or whoever handles callers. I must by my whole attitude make it clear that I do not expect to be turned down, have no idea that Mr. Jones will not see me, and fully expect to be ushered in in a few minutes. I assume that attitude because it is a natural one for me. It cannot be faked. If it is it will not go over. It is really the way I feel about it and my sincerity is so genuine that the secretary cannot help getting the impression that I want to convey.

"If I am asked, 'What is your business?' or 'What do you want to see Mr. Jones about?' I always answer that what I have to say to Mr. Jones is a matter that I must take up personally and cannot discuss with anyone else.

MORE CARE NEEDED IN SELECTION OF AGENTS

One Executive Calls It the Best Way to Cut Down Cost of Getting Business

LACK OF RESPONSIBILITY

Many Salesmen Fail to Get Home Office Viewpoint—Must Do Their Own Selecting

NEW YORK, May 31.—Today all companies are vitally interested in the matter of expenses. Ways and means of reducing the cost of putting business on the books are being studied by home office officials. As time goes on experiments of one kind or another are being made. Every effort is being made to reduce expenses wherever a cut may be made. The need of conserving is almost universally recognized. An official of one of the big New York companies, who has made it his business to study this phase of the situation especially, said the other day:

"The greatest single opportunity for conservation in my estimation, and I refer to conservation in the broadest sense, is a more careful selection of agents. This may sound elementary and inconsequential but given a little thought it will be seen that it is really the one place where life insurance expenses may be decidedly reduced. There is certainly room for improving the attitude that the average agent has toward the company. The agent must have instilled in him a greater sense of responsibility. He must not draw such a sharp line of demarkation between the company and the agent.

Need Home Office Viewpoint

"There is too wide a gulf between the home office and field. This is true because most agents fail to feel a sense of responsibility. Suppose the men that are selling life insurance on a commission basis in various parts of the country should be located at the home office. Suppose they had a chance of seeing just how a company conducts its business, how it is necessary to effect little savings here and there and just exactly how a company operates. If they could be employed at the home office it would be a revelation to most of them. They would begin to share in the company's problems, feel a keener sense of responsibility and obligation and their whole attitude would undergo a decided improvement. As it is now there is too much passing the buck. The agent writes any kind of business that he happens to come in contact with and then puts it up to the company. He feels no responsibility in the matter. He thinks that it is up to the company to pick or choose and that he can lend little assistance in either direction. He just does not care.

Affects Mortality Ratio

"I am firmly convinced that the kind of agents a company employs directly affects the death ratio. The right kind of agents reduce a company's mortality figures. Agents hired on the right kind of basis cut down lapses, medical fees, correspondence, unnecessary work and numerous other waste motions that are indulged in handling the wrong kind of agent. There are 100 ways in which desirable and properly instructed agents save and make money for the company they represent.

"The reason that this is so often overlooked is that it is very largely indirect. Perhaps the savings cannot be definitely traced, but they certainly are being made nevertheless. Merely to

THE RIGHTS OF THE INDIVIDUAL

AND THE SAFEGUARDS OF INDIVIDUAL RIGHTS

RIIGHTS and duties are personal. Pleasure and pain are personal. The combined rights of individuals make up the rights of nations, and the "rights" of nations sometimes clash. It was for the protection of these individual rights that Americans entered the war; it was to defend these rights that we raised vast armies, disciplined and equipped them, and sent them overseas to fight. It was for individual rights that our men fought so heroically. Their victory is a victory for individual rights.

Laws and Courts and treaties and bailiffs and armies are properly the safeguards of individual and national rights. The first law of mankind was club-law,—the law of the strongest—the law of the jungle. The ultimate law,—the law toward which Democracies are struggling,—will be the law which gives every individual his rights, harmonizing them with other men's rights.

In a Democracy men are assumed to have been born with certain inalienable rights which are protected and restrained by laws which men themselves more or less directly make and execute.

Laws are not rights; they should define rights and be their safeguard.

Apply this reasoning to Life Insurance and see how reasonable and how imperative it becomes.

The wife, who is the home-maker, and who, while making the home, loses the opportunity to earn an independent income, has the right to some sort of protection against the risk of her husband's death. Children have a right to be well brought up and well educated. These rights should be safeguarded as against the death or total disability of the husband and father. In most cases there is no safeguard except Life Insurance.

The rights of the individuals,—husband, wife and children,—are written in the policy, and are further safeguarded by the accumulations of the insuring company and by the laws under which it operates. You can't live real democracy without insuring your life.

The New York Life Insurance Company issues a Policy insuring against the risk of death or total disability. Behind each Policy is seventy-four years of experience, abundant resources, and the supervision of laws that define and maintain the rights of individuals.

NEW YORK LIFE INSURANCE CO.
346 Broadway, N. Y.

DARWIN P. KINGSLEY, President

OHIO NATIONAL LIFE INSURANCE CO.

CINCINNATI, O.

NOW is the Golden Day of Life Insurance. It is the best time to get connected with a solid company and build a foundation for the future. Good business was never so easy to get. People believe in and are buying life insurance. The Ohio National pays agents well for their work and backs them with all its power and facilities. Territory open in Ohio, West Virginia and Kentucky, Tennessee, Michigan, Nebraska and Kansas.

A. BETTINGER
President

T. W. APPLEBY
Secretary and Agency Manager

HOME LIFE INSURANCE COMPANY of America

Incorporated 1899

PROTECTION FOR THE ENTIRE FAMILY

This Company issues all modern forms of policy contracts from age 3 months next birthday to 60 years. Industrial policies are in full immediate benefit from date of issue. Ordinary policies contain a valuable Disability clause and are guaranteed by State Endorsement.

GOOD CONTRACTS FOR LIVE AGENTS

Executive Offices, No. 506 Walnut Street, Philadelphia, Pa.
BASIL S. WALSH, Pres. JOSEPH L. DURKIN, Secy. JOHN J. GALLAGHER, Tres.

hire a man to write life insurance is nothing at all. The discriminating, the weeding out process must be made at the very start. The new man's ideas are quickly formed. He must be started off on the right foot by the company. He must be made to see that he has a great responsibility. He must be given to understand that he is expected to do a certain amount of selecting and underwriting himself. He must be shown that although a distance of several hundred miles may separate him from the home office, his responsibility is the same as if his desk were located in the office next to that of the president. The mere distance between him and the home office does not carry with it a reduction in responsibility.

Extra Expense All Along Line

"My thought, if I have not already made it clear to you, is that the hiring of an incompetent and improperly informed agent brings to the company an expense that extends all through the agent's contact with the company. The agent is wrong from the start, hence everything that he does is wrong. Every move that he makes almost involves unnecessary expense. He contributes to the overhead expense in that he makes necessary a great deal of work at the home office. If agents of this kind could be eliminated or reduced to a minimum, think of the saving that would result in the long run. Companies are now trying to discover ways to cut down the cost of handling business but are for the most part overlooking this one great underlying cause of expenses that seem to be stationary. Let companies make a few comparisons. Let them figure out how much the untrained and wrong kind of agent costs and place the figures alongside of those that might be charged to the desirable agent. The comparison would be startling to many executives.

"It cannot be truthfully said that a company can make as much money on one man producing \$200,000 of business as on another producing the same amount. An analysis of cost will clearly show that the expense of handling one man's business may be nearly double that of taking care of the other. Any agency man knows what I mean. One man may be costly, bothersome and exasperating to the home office and another may cause practically no trouble or inconvenience. The cost of taking care of the wrong kind of agent may not appear in the monthly expense figures but it is there nevertheless and if it could be eliminated the companies today would not have to be trying to figure out how expenses could be reduced. Here is the great opportunity for cutting down not only agency expenses but the death ratio and overhead charges. I claim that the man who will do nothing to assist the company in selecting the right kind of risk is absolutely contributing to a higher mortality rate. Let companies who are trying to reduce expenses look in the right place for the remedy."

Much Depends on the Prospect's Observations

I do not devote any great amount of thought in advance as to what I am going to say to this or that prospect. Too much depends on what the prospect may say to me. I also take issue with many, that we can maneuver matters so that the desired replies to our questions are always made. We may be placed in the position of the fisherman who suddenly asked his negro guide what he would do if he were to inherit a million dollars. The reply was most unexpected, as the guide said, "Lord-golly, boss, I do not know what I would do with a million dollars, but just gimme \$2 and I sure will get married." The fisherman's question increased the expenses of the day to the extent of just \$2.—Jacob Golden, Fidelity Mutual, Detroit, Mich.

GROUP HOLDS UP WELL

DEPRESSION IS LITTLE FELT

Practically No Lapses and Decline in New Business No Greater Than in Ordinary

Group insurance has been more fortunate than many of the special lines of insurance in warding off the effects of the business depression. As this line is connected directly with the question of employment, it would naturally be supposed that it might be seriously affected by the business slump, but on the contrary, underwriters say that there are practically no lapses and that the new business being written is not much worse than the average decline in many ordinary life offices.

The employers who have been carrying group policies are renewing, with few exceptions. It may be that they anticipate a recovery of business in the near future or that they are more desirous than before to show the employees the best of treatment. It is certainly not as an inducement for employment, for the old conditions of an overabundance of jobs are gone.

Some Decrease in New Business

There has been a slight decrease in the writings of new business, but the decrease is not of great extent. It brings the business on a level with ordinary life insurance which, in many cases, is running 85 percent of last year, and still considered normal. The new policies are in most cases smaller, but that is to be expected with factories operating on part time. The mere fact that new business is being written is encouraging, for it shows that employers are becoming convinced more and more that the line is necessary.

It is difficult to explain why the companies that have not been carrying group policies take them out during the period of tight money. One of the underwriters suggested that the reason may be that many of the manufacturers have reduced their staff to the minimum, having retained only the older, more loyal employees, and take this means of increasing the company loyalty and rewarding good service. It may also be that the employer is taking advantage of the reduced payroll to cover the employees at a lower premium than heretofore possible.

Results of Previous Work Seen

The results of the work previously put into the business are now being seen. The employer has been persuaded that group insurance results in increased efficiency, attracts the best operatives, retains skilled employees, increases good-will, and is an incentive to initiative and he is now even coming to the insurance companies in some cases. If such is the case under the present day conditions there is certainly a bright future for this youthful line.

Chicago Field Men's Club

At the monthly meeting of the Field Men's Club of Chicago last Wednesday evening, those present enjoyed an excellent musical program, given by home talent, and a vigorous, interesting and instructive talk by Oscar W. Olson, president of the Chicago Mercantile Exchange, formerly the Butter & Egg Board. The process of marketing the country's produce was very thoroughly discussed from the viewpoint of cooperative enterprise, the results of organization and the effectiveness of real service. This was especially interesting to the club members, for they are attempting to bring a higher degree of organization and cooperation into the club.

The annual agents' convention of the Massachusetts Mutual Life will be held at the home office, Aug. 17-19.

BANKERS LIFE INSURANCE COMPANY OF NEBRASKA

Home Office: Lincoln, Nebraska

Assets . . . \$18,700,000.00

BEATRICE, NEBRASKA, APRIL 9, 1921.

*Mr. H. S. Wilson, President,
Bankers Life Insurance Co., Lincoln, Nebr.*

DEAR SIR:

I acknowledge receipt of your draft for \$334.00 through your General Agent, A. H. Gray, for the surplus on my twenty year policy that matured today. My policy is now paid up for life and will draw dividends every year from now on. This gives me in cash and paid up insurance \$1,334.00, but I only paid into the Company \$608.00, which leaves me a net profit of \$726.00.

I am well pleased with this settlement and advise everyone to take insurance with the Old Line Bankers Life Insurance Company. I know of no other Company paying anything like as large settlements on matured policies.

Thanking you for your promptness and wishing you success, I am,

Yours truly,

LUCIAN L. NOBLE.

TWENTY PAYMENT LIFE POLICY

Matured in the

OLD LINE BANKERS LIFE INSURANCE COMPANY

of Lincoln, Nebraska

Name of insured	Lucian L. Noble
Residence	Beatrice, Nebr.
Amount of policy	\$1,000.00
Total premiums paid	608.00

SETTLEMENT

Total cash paid Mr. Noble	\$ 334.00
And a Paid Up Participating policy for	1,000.00

If interested in an agency or policy contract write Home Office, Lincoln, Nebr.

General Agents Wanted In Ohio, Indiana and Kentucky

Every month the Columbia Life of Cincinnati is gaining in financial strength and field prestige.

It is one of the easy companies to work for in the Central field because of its increased popularity, the close co-operation that exists between the home office and agent and better business handling facilities.

Ten years steady work as a general agent for the Columbia Life under its favorable contracts will make a fairly successful man independent for life.

*The kind of Contract that
makes the Old Time
General Agent Rich*

THE
COLUMBIA LIFE
INSURANCE CO.
SUMNER M. CROSS,
President
CINCINNATI,
OHIO

NEW AGENTS NEED MORE TRAINING

Manager of Large Agency Tells Cause of So Many Failures in Life Insurance Business

A LIFE insurance manager the other day who has something like 150 agents in his organization was asked what in his opinion was the average income of a life insurance agent. He got out his record and said that eliminating the two stars in his agency who wrote far more than any other men, the average was \$2,400 a year. This, he thinks, is a pretty good average for all agents. Some companies, however, show a higher average income than this.

In commenting on the situation this general agent said that it is comparatively difficult to get new men to enter life insurance these days because more money can really be made outside of life insurance. He meant by this that

a really high grade man could get a guaranteed income of rather large proportions and hence hesitated to launch out in business for himself where his income depended upon his commission. He said, for example, that some day laborers are getting \$8 or \$10 a day, and that was more than the average life man was receiving.

Says Much Time Is Wasted

Coming down to brass tacks, he said that the comparatively low average income of life men can be attributed largely to the men themselves. This general agent said that an intelligent salesman who had made a success in another line of business should be able to make \$5,000 a year in life insurance as a minimum. It all depends on how

diligently he applies himself. The main difficulty with the solicitors, in this general agent's opinion, is their tendency to waste time. They do not work conscientiously and systematically. They squander time in the office or elsewhere and do not see enough people. He stated that if their attention was called to the fact they became offended. Hence the general agent hesitates to drive his men hard for fear of losing them.

More Time on New Agents

The general agent said that he was coming to the conclusion that not enough of time is spent on new agents. They are usually given a rate book and literature, with a couple of hours' instruction and then are sent out with the idea that the whole world is before them. He gave it as his opinion that in the case of large agencies two men should be employed on a salaried basis as agency instructors. Four new men should be employed each month as agents. An agency instructor should have charge of two men for thirty days. He should take one out in the morning and the other in the afternoon. The

commissions should be split even. The new man should originate prospects as far as possible and the training should be given by his preceptor. After the month the salaried instructor should still look after him in a supervisory way.

Should Have Year's Supervision

Each instructor should have two green men every month to whom he is giving most of his attention, and then probably for a year's time he would have the new men he had trained under his supervision, they looking to him for counsel, encouragement and suggestions. He believes that the cause for the failures in life insurance field work are largely due to the lack of proper training at the beginning. Men are shoved out before they are prepared. The new man runs up against his chief difficulties the first month or so. It is then that he needs ample coaching and watching. He is very much inclined to get discouraged during his first two weeks and give up the job. Or he lingers for a month and finally turns in his supplies because he has met many knotty points and evidently has not been able to overcome them. This is due to lack of instruction of a practical nature. He needs a man along with him to point out his weaknesses and shape him up. The instructors gets him into form.

Life Insurance Schools

This general agent does not believe in life insurance schools unless the men are soliciting at the same time they are taking their instruction. He says that a man learns more by observation and trying out what is told him than in any other way. He likens it to a young doctor who gives all his time to the study of anatomy and never sees a clinic or does any dissecting. He said that a young doctor can learn more from seeing an old hand operate than in any other way. The man who is getting life insurance instruction needs to try out what he is learning in a practical way.

Many Are Called; Few Chosen

The general agent said that any agency supervisor who visits the field and investigates the agency records of general agencies is appalled at the few men who are saved out of the wreckage. A comparatively large number of men are employed, are given supplies, a little instruction and a "pep" talk, but they are not looked after as assiduously and conscientiously as they should after the first lesson. The preceptor system that was inaugurated at Princeton University by Woodrow Wilson was cited as a progressive step in education. A preceptor is given charge of ten or a dozen men and is held responsible for them. He keeps in personal contact with them, knows what they are doing, how they are getting on in their classes, what help they need, what encouragement should be given. He is ready to give advice, caution, suggestion. It is this personal contact that is worth while.

Keeps in Contact With Them

The agency instructor who is in contact with the new men watches them carefully until they can go themselves. All during the first year these men should be under personal supervision. It is the first few months that count the most. If a man gets into the habit of working hard, and working systematically he will keep it up. If he learns to loaf early in the game he will always be a loafer. If he gets into form the first few weeks he will keep up that form automatically. He has learned his lessons well and life insurance soliciting will be easy. The hardest thing for a young agent to learn, said this general agent, is to be his own boss. There is too much inclination to loaf on the job and fritter away time.

Fred M. Kirby, president of the Miners Bank of Wilkes-Barre, Pa., has been elected a director of the Metropolitan Life.

AMERICAN CENTRAL LIFE

Insurance Co.

INDIANAPOLIS, IND.
Established 1899

HERBERT M. WOOLLEN
PRESIDENT

TOTAL DISABILITY IS NOT A REMOTE CLAIM

National Life, U. S. A. Shows How the Clause Is Valuable in Policy

EXPERIENCE IS GIVEN

This Feature of the Life Insurance Contract Should Be Attractive to a Prospect

The National Life, U. S. A., declares that agents who are not using the total disability clause as a strong argument to influence the sale of insurance are overlooking one of the most convincing reasons for the possession of the protection afforded by the contract which includes it. It says that laymen and agents also are generally inclined to believe that actual cases of total and permanent disability are few and far between. Occasionally the impression is formed that this clause in the policy has been added for the benefit of the salesman as a selling point rather than to cover a real need on the part of the insuring public. The company further says:

Impression Is Erroneous

That this is an erroneous impression is obvious. The hazard is ever present and practically every community has its share of total and permanent disability cases, not all of which, unfortunately, are covered by insurance. The additional charge for the inclusion of this risk is so slight and the benefits so great that the prudent man will not hesitate to add it to his application.

Our own experience in total disability claims has so far been limited, but from another source we find this record of experience as to the causes of total disability:

Paralysis	22 percent
General Paresis	18 percent
Insanity	18 percent
Tuberculosis	18 percent
Loss of Sight	8 percent
Heart Disease	4 percent
Various Other Causes	12 percent

Diseases of Nervous System

Diseases of the nervous system (those included in the first three groups) comprise the largest percentage of the total claims. This fact is of interest, inasmuch as it confirms other statistics indicating that diseases of this character are on the increase and have been during recent years. For that reason it is logical to assume that they will continue to predominate in the causes of total and permanent disability.

The high pressure mode of living has been blamed for the increase in diseases of the nervous system, and justly so; the complexities and worries of modern life impose a strain that many are unable to withstand.

Lapsation Is Prevented

In the experience quoted above, 52 percent of the total number of permanent and total disability cases terminated by death within a few years subsequent to the occurrence of such disability. In the majority of such instances this means that no doubt the policies would have lapsed, through inability of the insured (because of the disability) to pay the premiums, if the contract had not contained this clause, which provides that the company will assume payment of the premiums in the event of such a contingency arising. Further, the need for the insurance following the death of the insured, was

perhaps far greater than it would otherwise have been.

Hazard Is Not Remote

The experience of all companies which have adopted the total and permanent disability clause in their policies proves that the hazard is not particularly remote in its character, but on the contrary is a risk of so serious a nature that it furnishes a very real reason for coverage.

That the operation of this clause conveys a powerful appeal to the prospect, as an attractive feature of the policy which he is considering, is unquestionable. The salesman should therefore lose no opportunity to explain the importance of this provision when presenting the various details of protection offered.

It is true that the company writes policies either with or without this clause, but in justice to the applicant and to his beneficiary it should always be assumed that he desires by all means to include this provision, and no excuse accepted for its omission until after the magnitude of its benefits and its merely nominal cost have been thoroughly explained.

The man who is always complaining that he is doing more work than he gets paid for is already overpaid.

Telephone Campaign for Prospects Meets With Great Success

THE possibilities of an organized telephone campaign for prospects are evidenced by the work of the Chicago agencies of the Equitable Life of New York. The idea originated in the offices of Courtenay Barber and soon spread to the Hammond agency and then to the Holzman agency. The idea in itself is not new, but its application to life insurance solicitation is new. An evidence of its success is the fact that one of the agencies solicited \$5,000,000 of its \$9,000,000 of new business solely by the use of the telephone.

The agents take one hour each afternoon and call up business men, obtaining their names from the directory. They merely attempt to arrange for an interview with these strangers. Each one, of course, has his individual way of presenting his case, but one of the common ones is as follows: "This is Mr. Brown of the Equitable Life Insurance Company. I should like to have permission to see you for five minutes to obtain some personal data from you." Frequently the answer comes, "I do not want any life insurance." The agent replies, "Even if you do not want

any now, perhaps you will want some in the future, and the information I shall furnish you—which will be based upon the data you give me—will certainly be of service to you." The agent never asks the prospect at what time he can see him, but says, "Are you going to be in your office at 11 o'clock tomorrow morning?"

The hour of telephoning each afternoon usually results in six interviews out of ten telephone calls. Of these six interviews, two usually result in applications written. Two applications from ten telephone calls, without the necessity of continuous turning of door knobs, is worth the effort. The fact that these three Chicago agencies of the Equitable Life are using the plan to such an extent that over half of the business of one agency is written as a result shows that the plan is a feasible one for representatives of insurance companies.

The great advantage is that the agent does not walk into an office a total stranger. He has an appointment and thus can always see his man. Furthermore when the prospects greet him there is no necessity of an introduction. The conversation can be immediately turned upon the business. One of the agency managers says that he uses the telephone entirely for locating prospects.

Your children's education or start in business made certain with a Junior Endowment Policy. Insurable age 1 day to 14 years. \$500 to \$2,500 guaranteed. Your chance as a father or mother to realize life's fondest ambition.

Industrial Insurance, ages 1 day to 65 years, and Ordinary or Intermediate, ages 15 years to 55 years, written on men, women and children.

For rates or further information write

JUNIOR
ENDOWMENT
POLICIES

Public Savings Insurance Co.

CARL G. WINTER, CHAS. W. FOLZ,
President Sec'y-Treas.

A STRONG COMPANY



Insurance in force... \$40,325,412.00
Assets..... 1,418,903.74
On deposit with the State of Indiana for protection of policy holders.... 1,248,075.00
Total paid to policy holders since organization..... 995,186.65

First mortgage loans made on Indiana farm and city property. Apply to

PUBLIC SAVINGS INSURANCE CO. of America
HOME OFFICE BUILDING, 147 E. MARKET ST.,
INDIANAPOLIS, INDIANA.

AGENTS WANTED

CO-OPERATION

No. 27

THE INDIVIDUAL PRODUCTION of more than 15 per cent of our 1920 representatives was in excess of a quarter million dollars of paid for insurance.

We believe that this remarkable record is largely due to our effective plans of agency co-operation.

Every new man who is added to our ranks is carefully selected, contracts with us upon a full-time basis and has the advantage of an intensive course in life insurance training at the home office.

Phoenix Mutual Life Insurance Company



of Hartford, Conn.



JOHN M. HOLCOMBE, President

Provident Insurance Company

A NORTHWESTERN LIFE COMPANY

HOME OFFICE

BISMARCK, NORTH DAKOTA.

H. H. STEELE, Pres.

C. L. YOUNG, Vice Pres.

J. L. BELL, Treasurer

F. L. CONKLIN, Secretary

H. B. BEACH, Asst. Sec'y & Actuary

Dr. W. H. BODENSTAB, Med. Director

The Connecticut Mutual Life Insurance Company

Hartford, Connecticut

At the advent of its 75th Anniversary shows

Total Payments to Policyholders since Organization	\$352,218,540
Total held for Benefit of Policyholders January 1, 1921	90,585,734
Total Paid to and Held for Benefit of Policyholders January 1, 1921	\$442,804,274
Total Received from Policyholders since Organization	\$349,721,563

AS ALWAYS

The Policyholders Company

COMMENTS ON CHANGE

PREDICTS DISCONTINUANCE

General Agent Says Chicago Fire Offices Will Eventually Abandon Life Departments

A Chicago general agent in discussing the tendency of big general offices in Chicago to organize life insurance departments gave it as his opinion recently that these general insurance offices in Chicago would, within the next year or so, discontinue their life insurance departments. He said that it is almost impossible for the general insurance office without a life insurance general agency contract to make money on its life business. He declared that the creation of life departments by the fire offices in Chicago is merely a passing phase of the business, and will be discontinued just as soon as it is realized that the life business earns no profits. In explaining his ideas on this subject he said:

"These big general insurance agencies in Chicago are appointing life insurance managers and establishing life insurance departments for one reason only—to make money. When they find that their life business makes no money for them, they will cut out their life insurance departments. Most of the fire offices that open life departments have no general agency contract with the life company they represent. This means that the margin on the business is too small.

Margin of Profit Small

"In the first place, they have to pay a manager a very respectable salary. Practically all of the money that is paid by the customer in premiums goes to the soliciting agent. The firm itself gets very little. The margin between what it has to pay the agent or broker, and what it is allowed by the company is so small that profits are not possible. I doubt if any of these general insurance offices earn enough on their life business to pay the salary of the life department manager alone.

Place Business Outside

"Another point to consider is that all of the rest of the general agents in Chicago are aroused to the situation and are making a bid for business from the fire brokers and agents. They are offering to pay them full commissions on all business written. They are making some very attractive inducements to fire insurance men. The agent or broker connected with an office having a life

department can actually get more for himself on his life business by placing it with some other office. His own office, having limited contract, can go only so far. It certainly cannot afford to give him more than it gets for the business. With all of the other offices in the city offering liberal inducements, the fire man is rather likely to take his business outside of his own office. His firm cannot control the placing of his life business. It does not know whether he is writing any life insurance or not. So far as the firm is concerned it is purely an outside transaction.

Predict Discontinuance

"The establishment of these life insurance departments by fire offices simply means that many of the good producers of big fire lines, compensation business, automobile business, etc., are going to devote a rather generous portion of their time to the solicitation of life insurance, and this business cannot show a profit to the agency. As soon as the heads of these agencies realize that their men can be profitable to them only when they are writing fire and allied lines, they will drop out of the life insurance game. It is simply a question of whether or not the writing of life insurance on a large scale is profitable to a general writing insurance office. On the face of it I cannot see how it is. If some of these big offices were to count the cost, were to figure out exactly how much they were spending on their life business, they would soon see that the operation of a life insurance department simply means a loss of money, or else a means for agents and brokers to earn something extra, but not for the firm itself to make a profit."

Metropolitan Wins Indiana Suit

The judges of the five superior courts of Marion county, Ind., sitting as a court of claims, have made a finding in the case of the Metropolitan Life vs. the State of Indiana, awarding a judgment of \$11,300 to the company for alleged excess taxes paid in 1916, 1917 and 1918. The taxes were paid under protest.

The company had brought suit for the refunding of taxes paid over a period of several years on that part of the company's valuation which was based on premiums that had been paid in by policyholders, and had then been refunded to policyholders in the form of dividends. The company contended that these amounts, having been returned to policyholders should not be subject to taxation. The court ruled against the Metropolitan on such claims of overtaxation for the years preceding 1916, for the reason that the company was not mutualized before that time.

American Life Reinsurance Company

DALLAS, TEXAS

Member American Life Convention

Serving Old Line Companies Only

First-class Cases for Large Amounts Approved
Day Received

Full Coverage Life—Disability—Double Indemnity

REINSURANCE ONLY

A. C. BIGGER, President

FRED D. STRUDELL, Secretary

WAYS OF KEEPING UP ONE'S STEAM

Maintenance of Interest in His Work Is One of the Essential Factors in the Success of the Agent

FORBES LINDSAY, the well-known life insurance literary man, in contributing some inspirational matter to the agents of the Peoria Life, declared that the average life insurance agent learned more in the first 18 months of his service than in the after years. The peak of his production is less than \$150,000 and he reaches it at an early stage of his career. Commenting further, Mr. Lindsay says on the necessity of keeping up one's interest in his work:

"These are very significant facts. Let us consider them *seriatim*. They throw interesting light upon some of the most puzzling conditions in our business. At the same time, they indicate the directions in which the most urgent need for increased efficiency exists.

Usually Eager to Learn

"The novice in life insurance salesmanship, like the beginner in any vocation, is usually eager to learn. But here the likeness ceases. The young doctor, lawyer, merchant, engineer and, indeed, men of all ages in every line of activity, save ours, constantly seek to add to their technical knowledge. As a rule, success is dependent upon their doing so. Life insurance agents, on the other hand, after gaining a practical minimum of knowledge regarding the principles of life insurance and the practice of salesmanship, generally abate their efforts for improvement.

"The great majority of men in our business never pay for as much as \$150,000 of insurance in a year. This cannot be because they lack the ability

to do more. If a man should spend seven hours with regularity in merely going around asking as many persons as possible whether they wanted any life insurance, he could hardly fail to secure \$150,000 in twelve months. Any agent of ordinary intelligence, enjoying fair health, can write \$250,000 of insurance by the time he has had two years of experience, provided he has the ambition to do so and makes an earnest effort.

Life Man Should Go Upward

"Why should stagnation, and even retrogression, after the first few years, be the rule in our business? In any other vocation, the average man becomes steadily more efficient and capable. It stands to reason that, if a life insurance agent can pay for \$100,000 in his second or third year, it is within his power to continue to go forward. The business on his policy register alone, if properly placed and adequately looked after, should produce an increment of 15 percent at least.

Enthusiasm Allowed to Wane

"The explanation of these extraordinary conditions is to be found in the fact that the majority of life insurance agents allow their interest and enthusiasm to wane, after the novelty of their work has worn off. Observation of many hundreds of men carrying the rate book has convinced me that this is their chief weakness. It must be admitted that, heretofore, the agent has had little encouragement to strive for increased efficiency. His company and his manager were wont to leave him

to his own resources. But a complete change has taken place of late. Nearly every company is now providing its field forces with facilities for the scientific study of their business. There is no longer any excuse for failure of the agent to become well-informed and skillful. If his company does not furnish the means to this end, he should make a connection with one that does. The time is fast approaching when there will be no room in our business for the inefficient agent.

Why Interest Is Essential

"Interest is the main essential of success. In its absence, work is necessarily drudgery. But, given interest and all else will follow as a natural consequence. The man who is interested in his business will be ambitious to succeed in it and will make every effort to do so. To him work will be pleasurable and industry simply following the line of inclination. What he likes to do he will surely wish to do well and so he will constantly strive for increase of ability.

"Now, let me give you a few directions for the creation and maintenance of interest. I especially urge their adoption on beginners. I believe that nothing will go so far toward promoting their success as compliance with the suggestions I am about to make.

"1. Form an adequate purpose, the attainment of which may be secured through the medium of your business. The man who works with the sole object of making money will never go very far. Set up a worth-while goal and keep it constantly before you. There must be something that you particularly desire to possess—an automobile, a home, a general agency of your company.

Increase in Efficiency

"2. Aim at constant increase in efficiency. Your effort in this direction must be systematic, to be effective. You must set aside certain hours of your

leisure for the study of your business, reviewing work and preparing for interviews. Whilst actually engaged in canvassing, observe the result of your processes and make every endeavor to improve your methods. As you grow in skill, your interest will increase. One is invariably interested in anything that he does well.

"3. Efficient time consumption is the basis of achievement. It is not sufficient for the life insurance agent to determine that he will not waste time. Our work is of such a nature that we waste a great deal of time unwittingly. The only way to guard against this is the employment of a check, such as the record card. You are advised to maintain the system until the habit of watchfully regulating the use of time shall have become thoroughly established.

Keep Up Full Head of Steam

"4. Be ever on your guard against waning interest. At the first indication of it, adopt counteracting measures. It is easy to extricate oneself from the edge of a bog. But, go into it up to your waist and it will take a horse and rope to pull you out. As soon as you feel that your interest in your business is flagging, devote half an hour to concentration on your purpose. Visualize yourself in possession of your object. See yourself, in imagination, driving the car, living in the house, operating the agency. This will surely revive your interest, but you may reinforce the measure with other means to the same end. We all love play. Inject the spirit of the game into your work. Make a match with some man in the agency, or a wager with your manager, or undertake in the next week to beat your previous best week's production.

"Keep interest in your business keenly alive and you will have little trouble in making progress. Your work will be less difficult and more effective. Your daily labor will be both profitable and enjoyable."

Mutual Life of Illinois

HOME OFFICE

SPRINGFIELD, ILLINOIS

An Old Line Legal Reserve Life Insurance Company

A Company of Service

Service to Policy Holders

Service to Agents

Service to the Public

Operates under the "Famous" Registration Act which requires the reserve on every policy issued to be deposited and held in Trust by the Insurance Department of the State

Live Up-to-Date Policies Ordinary Life Limited Payment and Endowments

A few good openings for good live producers in Illinois. Correspondence Invited

H. B. HILL, President

G. C. ROCKWOOD, Vice-Pres.

DR. J. R. NEAL, Sec.

THE NATIONAL UNDERWRITER

LIFE INSURANCE EDITION

Published every Thursday by THE NATIONAL UNDERWRITER COMPANY, Chicago, Cincinnati and New York. EDWARD J. WOHLGEMUTH, President; JOHN F. WOHLGEMUTH, Secretary and General Manager; J. H. HIGGINS, H. E. WRIGHT, NORA VINCENT PAUL, Vice-Presidents; WILLIAM A. SCANLON, Southwestern Manager; FRANK W. BLAND, GEORGE C. ROEDING and O. E. SCHWARTZ, Associate Managers.

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PERSONAL GLIMPSES OF LIFE UNDERWRITERS

Frank P. Manly, president of the Indianapolis Life, according to custom for the past several years, gave a picnic party at his beautiful country home, River-By, on White river, north of Indianapolis, last Friday, to the entire home office force of the company. The occasion of these annual outings is Mr. Manly's birthday, May 28. As this date came on Saturday this year, the picnic was held the day before. One of the features of the afternoon was the presentation to Mr. Manly of a beautiful flag which was raised on a staff over a pergola which commands a view for many miles down the river and across the country. A. L. Porteus, the company's cashier, made an appropriate presentation speech. In the evening the entire party gathered on the river bank, where Mr. Manly grilled great steaks over a bed of coals and Mrs. Manly supervised the serving of the picnic dinner. Singing and dancing followed. The field force also made a special effort during May and a large volume of new business was sent in in honor of Mr. Manly's birthday.

The friends of **R. O. Miles** will be glad to learn of his success at Los Angeles in connection with the Aetna Life. Mr. Miles has had an interesting life insurance career. He was formerly connected with the Northwestern Mutual general agency at Chicago, became general agent of the Connecticut Mutual at Detroit and later for the same company at San Francisco. Then he opened an independent life insurance office at Chicago, dealing especially with life insurance in connection with inheritance taxes, trust estates and so on. On account of the health of his daughter he was obliged to go to California. Mr. Miles has not been actively in the business since he went to Los Angeles until six months ago. However, his six months' record shows \$501,000 life business and \$1,941 non-cancellable disability income premiums. Practically all of his business resulted from his expert knowledge of inheritance tax matters. Mr. Miles has contributed some valuable articles in the Santa Barbara "News" and the Los Angeles "Times" on inheritance taxes. When he started out he did not have a prospect. Out of a total of 64 men whose applications he has taken during the past six months he was previously acquainted with only one man on the list. This shows what can be done in a city like Los Angeles, where undoubtedly life insurance is as intensively cultivated as any city in the country. Mr. Miles has always been an ardent student of the business.

O. B. Harrauff, of Princeton, Ill., general agent of the Franklin Life, holds an annual picnic for policyholders in his county. This annual jubilee picnic will be held at a beautiful park at the edge of Princeton, June 15. Cards have been sent out to policyholders notifying them of the picnic and asking them to advise him whether they will be present. This year W. E. Bilheimer of St. Louis, sales manager for the company, and President and Mrs. George B. Stadden will be guests of honor. Mr. Harrauff is planning to have a moving picture film of the activities of the day taken. These pictures will be shown to other agencies to demonstrate what can be accomplished by close cultivation of a territory. Mr. Harrauff's agency is writing \$1,000,000 of business in a rural county where the largest town is not over 4,500 people. His picnics have elicited wide interest from the people in his section.

J. W. Bishop, manager of the home office agency of the Volunteer State Life at Chattanooga, Tenn., was one of a party of four Rotarians who left Chattanooga May 29 for New York, where representatives of Rotary Clubs from all over the United States will

sail for Edinburgh, Scotland, to attend the International Rotary Convention.

Kelly Roach of Oklahoma City, state agent in Oklahoma for the International Life and one of the biggest individual producers of that company, visited the home office at St. Louis last week, taking in with him six \$100,000 applications. Mr. Roach has been especially successful in closing big cases in his territory. He makes it a point to keep in close touch with the bankers of his state and uses them to a great extent in getting his leads.

Miss Lucette Harbour, chief stenographer and assistant to the insurance commissioner of Michigan, is resigning as of June 1, to take a position with the new Detroit Fidelity & Surety of Detroit. Miss Harbour has been with the department for more than eight years and is regarded as one of the best informed women in the state house. She will take an extended vacation in northern Michigan and assume her new position about Sept. 1.

John J. Coyle, former Pennsylvania state senator, president of the Pennsylvania Mutual Life, the Phoenix Trust Company and the American Catholic Union, was honored by a testimonial dinner last week to celebrate his elevation to the position of papal chamberlain. All religious denominations were represented at the banquet.

John Newton Russell, Sr., father of **John Newton Russell, Jr.**, home office manager of the Pacific Mutual Life of Los Angeles, died the other day. The senior Russell was born in Virginia in 1836 and had reached the age of 85. He died at his home in Los Angeles. Aside from Mr. Russell, his son, he leaves two daughters, one residing in Los Angeles and the other at Chicago. He was in the insurance business at Los Angeles until he retired some ten years ago.

Lynn A. Glover has been appointed assistant to Marcus Gunn, the independent actuary of Chicago. Mr. Glover took the actuarial course at the University of Michigan under Professor Glover. He was an honor man. For some time he was connected with Professor Glover's consulting office, and later became actuary of the National Fidelity Life of Sioux City. He was then associated with the office of Frank J. Haight of Indianapolis. He has had a general actuarial experience that well equips him for his new connection.

Mr. Gunn, who established an independent actuarial office in Chicago last fall, has been doing an excellent business. He now feels the need of an assistant. Mr. Gunn is well known to life insurance men, having for some time been one of the principal factors in the Frank J. Haight office.

H. L. Remmel, state manager of the Mutual Life of New York for Arkansas, has been appointed collector of internal revenue for that state. This office was formerly held by Mr. Remmel.

The **Western States Life** of San Francisco field force has been striving to present President H. J. Saunders with applications of new insurance in an amount of \$1,000,000 on June 1 in honor of his tenth anniversary with the company.

Meet at Signal Mountain

The Atlantic Life Insurance of Richmond, Va., held a two days' convention for its Tennessee agents at Signal Mountain, Tenn., May 27-28. Twenty-two of the company's Tennessee representatives were present. Charles G. Taylor, Jr., vice president and actuary, attended from the home office. The time was devoted to interchanging of ideas and to inspiring addresses from successful producers.

Term Insurance Would Have Saved the Day

HERE is an extract copied from the "advice" column of a mid-western newspaper. It was never intended for an insurance argument; but it certainly does illustrate one of the needs that term insurance is designed to fill:

"My husband had been making payments on a building lot, and when he died I kept up the payments until now I have \$650 paid in. I am working now, and make \$18 per week and am able to save just a little each week, although I pay only \$8 a week board, as I live with friends. As it will be a long time before I am able to save up enough to go away and get settled in business, I want to know would you advise me to throw up the money invested in my lot and save the extra \$10 that I pay on it each month, or would you stick it out here and keep on grinding away on the chance that some day I might sell the equity? I have advertised it, but as it is unimproved property no one seems to want it. It hurts me to think of throwing away money that I had to work so hard for, yet it will be a long time before the rest is paid for, as there is still \$550 due on the lot. Real estate people do not like to handle equities as small as mine, as they are too busy now selling for themselves."

Had the husband taken out \$1,500 in term insurance the day he made the first payment on the lot, he would have guaranteed that his widow would never have to take a cent of her earnings to finish making the payments.

This insurance, unless the husband was over 40 years of age, would not have cost him \$15 a year. That small investment would have saved that widow incalculable worry and the \$650 already paid in on the lot, and would have left her more than \$300 besides. Figure it out how many hundred per cent that investment would have yielded.

If a man has a debt of any kind; either a mortgage on his property or a loan on collateral, he owes it to his family to cover that debt with term insurance. The cost is negligible—only about 1 per cent on the dollar. And if anything should happen to him before he can complete the payments, not only does it relieve his widow of the worry and trouble of scraping money together to pay it off, but it also prevents the property from being disposed of at a loss when the note comes due—Travelers Protection.

Northwest Congress Plans

The Northwest Congress of Life Underwriters, which will hold its annual meeting at Madison, Wis., July 1-2, has secured the Orpheum theatre for the convention. The evening of the first day has been aside for entertainment. It will start with a boat or automobile trip to Monona Park, located at Lake Monona. A buffet luncheon will be served. A number of agents will take their golf sticks and have some golf while they are in Madison. Madison has a magnificent 18-hole course and arrangements have been made for the visiting men to play if they so desire.

Fraternals to Insure Children

The Wisconsin legislature has just adopted, and the governor signed, a new law further regulating the insurance of children in fraternals. The provisions are that any fraternal may provide for the payment of death or annuity benefits upon the lives of children between the ages of 2 and 18 years at next birthday, for whose support and maintenance a member of such society is responsible.

A merry heart doth good like a medicine; but a broken spirit drieth the bones.



Have You a Ball and Chain Around Your Ankle?

In the contest for new business there is a ball and chain attached to the agent who is restricted from working all his territory.

He loses out on 50% of his territory if he cannot write women. Lincoln Life agents can write women at the same rates as men.

He is hindered again if he must select young people well along in their teens for age acceptance. Lincoln Life agents can write regular business down to age 10.

He loses another good percentage if he is sure of rejections on the overweights and the people who have rateable physical impairments. He carries added weight if he cannot write men engaged in such occupations as railroading, mining and electrical work. Lincoln Life agents can write both of these groups through The Lincoln Life sub-standard department.

You are free to work in all your territory when you—

LINK UP WITH THE LINCOLN

THE LINCOLN NATIONAL LIFE INSURANCE COMPANY

"Its Name Indicates Its Character"

Lincoln Life Building - - - - Fort Wayne, Indiana

Now More Than \$175,000,000 in Force

LIFE AGENCY CHANGES

Hall & McNamara

Hall & McNamara, who have been general agents in New York City for the Massachusetts Mutual Life, have resigned to become general agents in New York City for the Penn Mutual. J. Elliott Hall is recognized as one of the foremost authorities in the country on income insurance, and John G. McNamara has specialized in the writing of life insurance to cover taxes. Mr. Hall has appeared before life insurance conventions and is a strong speaker. Hall & McNamara take with them the 25 full time producers who were attached to their office when they represented the Massachusetts. Headquarters will be continued at 26 Cortland street.

Kemper W. Yancey

Kemper W. Yancey has been appointed general agent for the Missouri State Life for West Virginia with the exception of several counties and the city of Wheeling in the Panhandle section. His territory will also include adjoining counties in Ohio and Kentucky. Mr. Yancey expects to enter upon his new duties about June 15. He recently resigned as general agent at Richmond, Va., for the New England Mutual Life after several years of service with that company. He will be succeeded at Richmond by W. W. Barrow, previously with the New England at Farmville, Va. Mr. Barrow took hold of the Richmond agency June 1.

Maryland Assurance Appointments

Robinson & Campbell, formerly up-town managers for Manhattan in New York (Fifth Avenue District) of the Fidelity Mutual, have been appointed general agents for the Maryland Assurance.

The company also announces the appointment of Charles D. Depan as general agent in Brooklyn, N. Y.

Cochran & Carey

The Pacific Mutual Life announces the appointment of Cochran & Carey as general agents in Montana with headquarters at Missoula. The firm is composed of J. W. Carey and P. L. Cochran. Mr. Cochran has been operating a general agency at Missoula, but Mr. Carey has been engaged in another line of business.

I. M. Koch

I. M. Koch, who was general agent for the Guardian Life for 18 years at Cleveland, O., has been appointed general agent for the Michigan Mutual Life for the same territory. Mr. Koch has his offices at 423-24 Guardian building.

Hans Mayer

Hans Mayer, who has been general agent of the Missouri State Life at Wichita, Kans., for many years, has resigned and is succeeded by Stewart Young. Mr. Mayer was general agent of the Old Hartford Life before that company was absorbed by the Missouri State. He has made a big production record with the Missouri State.

Life Agency Notes

The Oregon Life has opened an office at Spokane, Wash., with J. H. Roberts as general agent.

Edward F. Russell, Hartford, Wis., has been appointed general agent of the New World Life in a district comprising several counties in east central Wisconsin. Mr. Russell has been engaged in the farm mortgage and loan business in Hartford for several years. He will also conduct a general fire agency. Mr. Russell is president of the Hartford Exchange Bank.

Examining Dakota Life

The regular examination of the Dakota Life of Watertown, S. D., is being made at the home office of the company by the Montana, North Dakota and South Dakota departments.

NEWS OF LOCAL ASSOCIATIONS

C. M. HUNSICKER IS HONORED

Fidelity Mutual Man Elected President of Philadelphia Association at Annual Meeting

PHILADELPHIA, PA., May 31.—At the annual meeting and banquet of the Philadelphia Association of Life Underwriters last week Clayton M. Hunsicker, Fidelity Mutual, was chosen president, and the following officers were elected or re-elected: Vice-presidents, William A. Smalley, New England Mutual; Frederick G. Woodworth, John Hancock Mutual, and William J. Amos, Penn Mutual; secretary, Neils M. Olsen, John Hancock Mutual; financial secretary, Joseph C. Staples, Pacific Mutual; treasurer, Frederic G. Garrigues, Penn Mutual; member of National Executive Committee, Frank D. Buser, Fidelity Mutual; executive committee, term expiring in 1924, Frederick Tucker, Union Mutual; C. Burgess Taylor, Northwestern Mutual; Frank A. Guinivan, Phoenix Mutual, and Joseph d'Andrea, Metropolitan Life.



CLAYTON M. HUNSICKER

est phases of preparing and presenting a proposition so as to cover the needs of the particular prospect. He said that life insurance has been sold in a general way in the past and now underwriters are learning to be specific in applying it to the needs of the individual. He illustrated the specific application and presentation along the lines of numerous particular needs of different classes of prospects and covered in a general outline the ten principal links in the chain of specific and complete life underwriting.

Following the address of Mr. Ganse, Past President Louis F. Paret was called on. He talked in a humorous vein of the value of motion pictures in business and described the three reel picture put

THE

STATE LIFE INSURANCE COMPANY

INDIANAPOLIS

MORE THAN

TWENTY-ONE MILLION DOLLARS IN SECURITIES

Deposited with the Commissioner of Insurance for the
Sole Protection of Policyholders

PROGRESSIVE :: CONSERVATIVE

The Growth of Oak—The Solidity of Granite

On Agency Matters Address, CHARLES F. COFFIN, Vice-President

out by the International Correspondence School, after which the picture was flashed on the screen to the interest and enlightenment of those present.

Fresno, Cal.—The Fresno Chapter of the Northern California Association was launched last Monday evening at an enthusiastic meeting held for the purpose. C. J. Klitgaard, president of the association; Joseph H. Gray, vice-president, and J. B. Duryea journeyed to the valley city to make the principal addresses.

San Francisco, Cal.—The regular monthly meeting and luncheon of the Northern California Association was held Friday with a record attendance. The Western States Life had charge of the program for the day. Charles Miel, director of the commercial and savings accounts of the Anglo-California Trust Company of San Francisco, made the principal address and George E. Crothers of the superior court followed him. The meeting was featured by community singing, which is now becoming a regular number on the monthly programs.

Detroit, Mich.—The Detroit Association has completed arrangements for its annual outing June 16. The all-day program starts with a boat ride to "Bob-Lo," where they will follow the bag-pipers to the picnic grounds. Dancing, races, guessing contests and every other variety of the old time picnics are planned and there are separate events for men, ladies and children. Prizes will be awarded for each contest. In the afternoon there will be a great ball game between the married men and the single men. The winning team will get a box of good cigars and the losers will also get smokes. There is even a reward for the first home run hitter. After the baseball game there will be time to visit the many attractions on the grounds, including dancing, swimming and various concessions, and in

the evening there will be a return boat ride.

Minneapolis, Minn.—Minneapolis life underwriters at their monthly meeting last week decided to co-operate with the St. Paul Association relative to non-employment of part time men. At the last meeting of the St. Paul Association a resolution was adopted that the St. Paul men would not only decline to employ part-timers in their city but would decline to have part-timers in Minneapolis. Now the Minneapolis men reciprocate by agreeing not to employ part-timers in St. Paul.

There was considerable discussion on a plan to inaugurate a systematic plan of advertising life insurance, to continue for two months. The chair was authorized to appoint a committee on ways and means.

The recently written school prize essays on "Why Daddy Should Buy a Life Insurance Policy" have been compiled into a pamphlet and copyrighted. It was announced that 10,000 copies have already been sold.

D. E. Baker of the Northwestern Mutual Life gave an address on "How to Sell Life Insurance Under Present Conditions."

Kansas City, Mo.—Dr. Henry Martotte, pastor of the Second Presbyterian Church, is to be invited to deliver a special sermon on life insurance at an early date by the Kansas City association. He will bring out the analogies between preparing for the future in becoming a Christian and living a consistent life, and taking out a policy and keeping up the payments. The underwriters think that the preaching of such a sermon will be of great benefit in impressing upon the ordinary man the need of adequate protection. On the other hand, the doctor is of the opinion that the sermon might do the underwriters some good, also.

NEWS ABOUT LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem," Published Annually in May. PRICE, \$3.50 and \$2.00 respectively.

QUADRUPLE BENEFIT POLICY

American National of St. Louis Adds Distinctive Features to Its 20-Payment Form

The American National of St. Louis has issued a new policy known as the 20-payment life quadruple benefit policy. This is the regular 20-pay life with certain distinctive features added and will be issued either with or without double insurance, disability and income. From the second to the 20th policy years the policy will be credited with a guaranteed annual paid-up life insurance addition according to the table furnished and any such addition together with the other benefits granted by the policy may be used as follows: To increase the amount of insurance payable as a

death claim; to shorten the premium paying period to 15 years, and exchange for a fully paid-up life policy; to pay the premiums in full for 20 years and receive a fully paid-up life policy for an amount in excess of the face value of the policy; to surrender the policy at the end of the 20th year for a cash endowment and in addition a full paid-up life policy for an amount equal to the original policy; to convert the policy and all additions into endowment, provided all premiums have been paid in full to the end of the 20th year, by continuing to pay a number of additional premiums, varying according to age at issue, and receiving a sum which is in excess of the face amount of the original policy, or said sum is payable to the beneficiary upon the death of the insured during this period. The premium at age 35 without disability is \$39.69, non-participating.

NEWS OF LIFE COMPANIES

Farmers National Life.—President John M. Stahl announces that the company continued gaining in business during May as compared with the similar month last year. April of this year was the largest month in the history of the company. May exceeded April in production. In commenting on the situation as regards his own company, Mr. Stahl says:

"Our agents are primed for a big business from this on, for what they have done shows that beyond a doubt all that is needed to write as much business as during boom times is to use one's head a little more and work a little harder. We think that the record our agents have made since the drop in farm prices, writing so much more business than during the corresponding period a year previous, is indeed remarkable, as 90 percent of our business is written on farmers; and the farm prices of farm products has dropped to from one-third

to one-fourth of what they were, while prices of the things the farmers must buy have dropped very little. What surprises us most of all is that our lapsed is only normal—no greater than it was during boom times."

Montana Ruling on Premium Notes

The Montana department of insurance has issued a ruling on non-interest bearing premium notes, prohibiting their acceptance in the future. It holds that the present value of a premium note bearing no interest and payable at a future date is not the equivalent of the cash premium provided for in the policy. The commissioner ruled "that the acceptance of a non-interest bearing note in payment of a premium would therefore be a discrimination between policyholders and would constitute a violation of the law."

Public Life Insurance Company

Incorporated As a Stock Company Under The Laws of the State of Illinois

Capital, \$500,000.00

Ordinary and Industrial Insurance Issued at All Ages From One to Seventy

ALFRED CLOVER

General Manager, Chairman Board of Directors

LOUIS NAROWETZ, President **J. W. SINGLETON, Secretary**

WILLIAM SCHAARE, M. D.
Chairman of the Medical Board

HOME OFFICE:
108 South La Salle Street

CHICAGO

ILLINOIS

Having recently entered Indiana

THE FRANKLIN

Life Insurance Company, of Springfield, Illinois, has several unusually attractive openings in that state for life men of general agency caliber.



Contract direct with the Company.



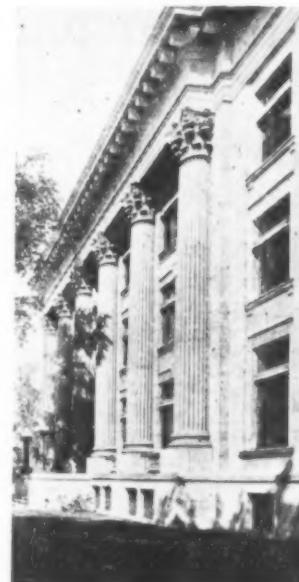
Over \$125,000,000 of insurance in force.



The remarkable growth and achievements of **THE FRANKLIN LIFE** are due to its traditional "Aggressive Conservatism" and the splendid co-operation between the Company and the Agency Staff.

Let us know something about your qualifications and your ambitions as an insurance man, and we will give you the details of our proposition.

*Write direct to the Home Office,
Springfield, Ill.*



THREE RULES:

The Northwestern Mutual Life Insurance Company was the pioneer in establishing rules to protect itself and its agents against evils which demoralized the business.

For twenty-seven years it has enforced a stringent *Anti-Rebate Rule*.

For twenty-three years it has observed a *No Brokerage Rule* which prohibits the acceptance of business from, or the payment of commissions to, other than an agent of the company. Exception only is made in the case of legitimate surplus business and then only from a licensed agent of another company upon an anti-rebate agreement from him.

For more than twenty-eight years it has adhered to its present *Civil Service Rule* which provides that all appointments to general agencies shall be made from those already connected with the company and otherwise qualified.

To the literal enforcement of these rules is attributed, in large part, the success, high character and the loyalty of the agency force of

THE NORTHWESTERN MUTUAL
LIFE INSURANCE
COMPANY



Milwaukee Wisconsin

J. O. LUAGMAN, President

DR. ANDREW JOHNSON, Secretary

International Life & Trust Company

offers up-to-date contracts for good men.

Sohrbeck Building
MOLINE, ILLINOIS

MUTUAL TRUST LIFE INSURANCE COMPANY

Insurance in force \$70,000,000
Assets 6,000,000

FULL LEVEL PREMIUM RESERVES
Youngest Company in America to Discard Preliminary
Term Valuations

Is licensed in Massachusetts and 13 other healthy States

CAN QUALIFY ANYWHERE
—NOW ORGANIZING MONTANA AND IDAHO—
A REAL COMPANY for REAL MEN

If you want to grow, address

Home Office, 30 N. La Salle St., Chicago, Ill.

LIVE LIFE TOPICS

IRVIN B. EBERHARDT of the Northwestern Mutual Life in Chicago, former president of the Chicago Life Insurance Field Men's Club, gave it as his opinion the other day that the life insurance specialists even in Chicago are gaining ground and increasing in stature in spite of the efforts of some companies to mobilize the general insurance agents and brokers and force them into the life insurance field. He said that the life insurance specialist stands very close to his customers. He believes that he can prove to his assured that he is in a much better position to render service than the fire or casualty man who knows little about life insurance.

Mr. Eberhardt says that the full-time life man who is master of his business can easily demonstrate his superiority when it comes to service. He has a great advantage over a broker who is not an authority on life insurance. Mr. Eberhardt believes that if a life insurance specialist attends to his business and keeps in touch with his policyholders as he should, he is on just as intimate terms with them as the broker or agent who is placing the fire and casualty lines. Mr. Eberhardt believes that life insurance will not mix with the other kinds. It is a peculiar form and requires expert knowledge not only of policy contracts but the knack of adapting the contract to the peculiar conditions surrounding a prospect. He contends that the general broker or agent is not making the headway in selling life insurance with which he is accredited, although he acknowledges that there are some companies that are making a systematic canvass for this class of business.

Mr. Eberhardt asserts that the agencies in Chicago, for example, that have built up full-time men and have given them the preference at all times over brokers are now reaping the reward. He states that agencies of this character are permanent in their personnel. The men are satisfied because they are making good money. They are treated right by the general agents. Their renewals are safeguarded and the outside broker who occasionally places business in the office has no advantage.

ONE of the agents in Chicago in speaking of the twisters in that city said that they create largely a general agency problem and do not affect the soliciting agents so much, because the professional twister is after the older business. He stated that the twister's great work is done on people that have gotten beyond the financial interest of any agent. Where an agent has an interest in the renewals, he is doing personal work in connection with his assured. Where he is in close association with his policyholders, he is very apt to be counseled in case a twisting proposition is made. The twister is able to get a foothold where there is no immediate interest on part of an agent. Where an agent has left an agency or died or where his renewal interest has ceased the business is exposed to more or less danger. This agent declared that the great check against the inroads of the twister is a close cultivation of policyholders.

Widows and Widowers

According to the United States census of 1920, there are in this country at this time 3,170,000 widows and only 1,471,399 widowers. This indicates that the chances are, on the average, two to one that a man will pass away before his wife. The main reason for this condition of affairs is that the wife is generally several years younger than the husband, and then, too, at ages above 50 the mortality rate for men is much higher than for women.—Bankers' Life Bulletin.

YOUR NAME HERE

Advertising Pencils Build Good Will and Bring Results

Turn your prospects into customers and your customers into friends by presenting them with high-grade Advertising Lead Pencils, printed with your advertisement. No other advertising specialty costing so little money is so useful to everybody—so sure to be kept and used—so certain to make a favorable and lasting impression on the minds of those who get them. Samples and quotations on request.

An "Ad" in the hand is worth 2000 in the waste basket.

NORTH AMERICAN PENCIL WORKS
501 Plymouth Ct., Chicago, Ill.

FEDERAL UNION LIFE Insurance Company

Cincinnati, Ohio

has just issued a very interesting booklet
"Suggestions for Increasing Your Income"

and would be pleased to send a copy to every
Life, Fire and Accident Agent in
Ohio, Illinois and Kentucky

"THE COMPANY OF CO-OPERATION"

DES MOINES LIFE AND ANNUITY COMPANY

We will insure the whole family!
Any plan, any age, either sex!

This is a service our men appreciate these days.

If it appeals to you, write

HOME OFFICE
DES MOINES (R-T Bldg.) IOWA

TERRITORY
IOWA SOUTH DAKOTA

Agency Openings in Indiana

for men who are ambitious to succeed

Popular Priced Policies

Specimen Rate

Age 30 — \$14.28

NATIONAL LIFE ASSOCIATION
Des Moines, Ia.

Great Republic Life Insurance Company

LOS ANGELES, CALIFORNIA

Capital, \$500,000

Fully Paid

GREAT OPPORTUNITY FOR LIVE MEN

H. S. BRIDGEWATER
325-331 Title Guaranty Bldg.,
St. Louis, Missouri
Mgr. Missouri and Kansas

J. R. RAILEY
601 Dallas County State Bank Building
Dallas, Texas
Mgr. Texas and Oklahoma

W. H. SAVAGE, Vice-President and Agency Director

THE FARSEEING AGENT KNOWS

that his
abilities linked
up with the
policies of



The demon-
strated values
offered your
prospect
WILL GAIN HIS
CONFIDENCE

MUST WIN ALL THE TIME

The Goods --- Salesmanship

The Same Salesmanship will sell more if the thing sold is what the potential buyers want.

The Life Insurance company that appreciates present conditions will make its policies attractive.

The Farmers National Life Insurance Company has a Complete line of up-to-date policies that includes policies that can be written on any age from one day to sixty years; Policies that contain the Accidental Death Benefit without exceptions and the Monthly Income Total Disability Benefit; Monthly Income and Yearly Income Policies; Policies maturing as endowments at age 60 and at age 65; Child's Educational Endowment Policy; and "the two greatest ever" — the "Guaranteed Options" Policy and the "Complete Protection" Policy.

The agents of the Farmers National Life wrote 44 per cent more business in April, 1921, than in April, 1920. Figure out what that means.

I can offer you as good territory as there is in Ohio, Indiana, Illinois, Missouri or Iowa. Write me — right now.

John M. Stahl, President

FARMERS NATIONAL LIFE INS. CO.

Farmers National Life Building

3401 Michigan Ave.

CHICAGO, ILL.

THOMAS J. OWENS, President

DR. ALBERT SEATON, Vice-President and Medical Director

CENTURY LIFE INSURANCE CO.,

Capital, \$200,000

NO ORGANIZATION EXPENSE

All of the stock is held by a few substantial business men of Indiana who believe in the ability of the management to build a real life insurance company.

Managed by men experienced and familiar with all departments of life insurance work.

CLAUDE T. TUCK, Secretary
Occidental Building
INDIANAPOLIS

Surplus, \$100,000

We offer agents experienced management, superior policy contracts, choice territory, progressive field and home office methods and an old-fashioned general agency contract that means money.

If you want to be affiliated with an institution that has real red blood in its veins—that has all the elements of growth and permanency—

Tell us where you want to work

MODERN BUSINESS GETTING METHODS

Successful Aircraft Salesman Tells Insurance Men of Some of the Elements Which Enter into Success in Selling

A FEW years ago in Chicago the name of Harry Newman was one of the best advertised in the city because of his automobile selling reputation. His name was emblazoned on bill boards throughout the city and at night dazzled from electrical signs. Mr. Newman is now engaged in selling airplanes. During the year, for instance, he sold airplanes amounting to \$2,500,000 which is 87 percent of the total aircraft sales outside of those purchased by the government. Mr. Newman is a well educated man. He attended two universities in the United States and spent two years at Oxford.

ance without delay. If he is engaged in manufacturing or comes under the workmen's compensation law, he wants compensation insurance. Mr. Newman said that the reason that a man does not send for the insurance man to fix him up with other lines of insurance is because the property owner seems to be uninformed and needs to be told about the benefits that come from the purchase of various lines of insurance. He has heard of them but has never invested. Salesmanship enters just here. A man is no salesman who takes orders when someone sends for him and tells him that he wants to

NEWMAN'S DEFINITION OF SALESMANSHIP

Harry Newman, president of Continental Aircraft of Chicago, the concern that is selling airplanes, the leading sales agency of the kind in the country, gives the following definition of salesmanship:

"Salesmanship is the ability of the salesman so to paint a picture that the prospect, standing by his side, can take the brush from his hand before the canvas is completed and understandingly finish the picture."

He is one of the great salesmen of the country and has studied his art from every standpoint.

Insurance Men Most Highly Developed Salesmen

Recently in Chicago Mr. Newman spoke before a company of insurance men and in a rather informal way gave some impressions along salesmanship lines. He regards insurance men as the most highly developed salesmen of the day. Mr. Newman said that insurance men are the only salesmen who come to people in time of disaster and have something more than words to give. They come with benefits and are able to ease the shock of the trouble and loss. He referred to insurance men as cleansing and curing agencies.

Mr. Newman said he could not understand why the insurance man had not been made a hero in fiction or poetry. When the worst comes to a man, either in property or personal loss, the insurance man appears at his door and with financial benefits assists in warding off the blow. Mr. Newman declared that insurance is something that everyone wants in reality but that it is human nature to desire to put off purchasing indemnity. Everyone is prone to procrastinate. He wants to wait until tomorrow.

People Need to be Informed About Insurance

He said that the insurance man is usually the first man that is sent for when one comes into possession of property. He perhaps wants fire insur-

make a purchase. It takes a salesman to convince a man that he needs something about which he may know but little.

Newman's Idea of Perfect Salesman

Mr. Newman said that his idea of a perfect salesman is the man who can so effectively paint a picture and so elicit the interest of an onlooker that when it came to finishing the picture, the onlooker could take the brush out of the hand of the painter and complete it.

Mr. Newman, in commenting on the work of a salesman or anyone else, said that his size is measured by the amount of good he is able to do in his community. It is not the money that he makes. It is not the dash that he cuts in society. It is not his skill in playing games, but it is the benefit that he is able to confer.

Mr. Newman said that the primary object of the insurance man is to conserve business and effort. Were it not for the insurance man the accumulations of a life time might be swept away. The insurance man makes a person's work secure. Regardless of what happens, material achievements are not all lost, because loss can be compensated for through the medium of insurance.

Mr. Newman said that salesmen are naturally progressive. They keep in touch with the times and with what people are thinking and doing. Through their intimate contact with varied personalities they form a broad vision.

Salesmen Have Changed In Last Few Years

He said that salesmen had changed much in the last few years. The old time salesman, who was called a "good fellow," who bought drinks and did a varied lot of entertaining in order to court good will is on his last legs. Mr. Newman said that the successful salesman is eliminating deception. He is frank, sincere and honest. He said that any man is impressed by a person who is conscientious and who is known to be telling the truth.

Mr. Newman illustrated his point by stating that some months ago a representative from the leading horse breed-



GREATEST
ILLINOIS
COMPANY

WANTS GOOD MEN
AND
WILL PAY THEM WELL

Insurance in force ^{more} than \$128,000,000

ing journal called to see him in regard to taking a double page advertisement in a special edition. Mr. Newman is a breeder of fancy horses. The representative explained that the special edition was being gotten out in the interest of the cause and in order to make it worth while, horse fanciers were being asked to support the issue. Mr. Newman was told that the publisher desired to interest people in horse breeding and the raising of fine driving horses. He would need to have the co-operation of those who were interested in this line in order to bring out an edition that would be creditable. Mr. Newman said that the solicitor told the truth and did not make an appeal to him through deceptive methods.

Insists on Having
Interview at Office

Some weeks later, this same solicitor telephoned to Mr. Newman at the latter's farm saying that he had an important matter about which he desired to speak to him. Mr. Newman asked him what it was and the man said that it was so important he could not talk about it over the telephone. He asked Mr. Newman when he could see him at his office and an appointment was made. The solicitor appeared and told Mr. Newman that Col. Taylor, the publisher of the horse breeding journal, was on an important mission at Washington and had been there for some time in consultation with General Scott in regard to an issue of the Army & Navy Journal. It had been decided, so Mr. Newman was told, that but one sales agency of aircraft would be represented on the advertising pages. The solicitor said that the whole field had been canvassed and that it was decided to secure the most representative and progressive man in the country to take the space. They had decided on Mr. Newman.

Use of Deceptive
Method Illustrated

The solicitor told Mr. Newman that Col. Taylor had said to him that General Scott had personally gone over the aircraft advertising prospects and had selected Mr. Newman. Mr. Newman began to make inquiries about the Army & Navy Journal, saying that he did not know anything about it and asked as to the object of the special issue and how it would benefit him. The solicitor feigned indifference, saying that he had no interest in it other than carrying out the request of General Scott and other army authorities at Washington.

Mr. Newman asked him if he did not have a copy with him and the solicitor said that he did not believe he did. Later on he said that he did recall that he had put one in his pocket. He took some time in fumbling over his papers and finally located it in his overcoat pocket. Mr. Newman then asked him about the advertising rates. The solicitor in a halting way said that he really did not know just what the charge was but later on managed to extract a rate card from his pocket. Then Mr. Newman asked him for a contract blank. The man said he did not believe that any had been sent him, but finally managed to locate one and, behold, Mr. Newman's name was in it and the whole contract was complete except the signature.

Effort to "Put One Over"
Insult to Intelligence

Mr. Newman then drew out his heavy artillery and fired a broadside at the solicitor. He told him that he had played a deceptive game from the very moment that he telephoned him at his farm. He said to him that he had insulted his intelligence. The most reprehensible move a salesman can make, said Mr. Newman, is to insult the intelligence of the man he is soliciting. Mr. Newman said that this solicitor had come to him, believing that he could "put one over." He took it for granted that Mr. Newman could not see through the various moves that were made and the things that were

Equal and unlimited opportunity for every man, is the basis of

The

■
Square
deal

Agency Contract

Find Out About It.

Guardian Life
Insurance Company

Home Office, Madison, Wis.

Agency Co-Operation

through direct mail advertising is just one of the features which give Fidelity field men a distinct advantage. Last year we distributed 41,341 direct leads—all interested prospects who requested information. This service, and its original policy contracts, enabled Fidelity to show an increase of 28.35 per cent. in paid business last year.

Fidelity operates in 40 states. Full level net premium reserve basis. Insurance in force over \$203,000,000. Faithfully serving insurers since 1878.

A few openings for the right men.

FIDELITY MUTUAL LIFE
INSURANCE COMPANY, PHILADELPHIA
Walter LeMar Talbot, President

**"SOMETHING
NEW FOR
AGENTS"**

**National
American
Life
Insurance
Company**

Burlington, Iowa

MR. AGENT!

Do you care for **QUALITY**, not **SIZE**? Age, Sound Experience. Low Cost, a Splendid Record for 70 years?

Then why not take a General Agency in its HOME STATE for

**THE ST. LOUIS
MUTUAL LIFE**

OUR AGENTS AND POLICY HOLDERS
STOCK! WRITE THE HOME OFFICE

HOTEL WISCONSIN

Big Hotel of Milwaukee
HEADQUARTERS for INSURANCE MEN
500 Rooms—400 with Bath

The Columbian National Life Insurance Company

Boston, Massachusetts

ARTHUR E. CHILDS
PRESIDENT

Paid Life Insurance for
Year 1920 over
\$35,000,000.00

Life, Accident and Health Insurance Low Guaranteed Rates

Eureka Life Insurance Co. OF BALTIMORE, MD.

Incorporated under the laws of
Maryland, 1882

We Issue

Standard Ordinary and Industrial Policies

JOHN C. MAGINNIS
President

JOSHUA N. WARFIELD, Jr.
Vice-President

JOSEPH H. LEISHEAR, Jr.
Secretary-Treasurer

J. HOWARD IGLEHART
Medical Director

A Penn Mutual Premium, less a Penn Mutual Dividend, purchasing a Penn Mutual Policy, containing Penn Mutual Values, makes an Insurance Proposition which in the sum of all its Benefits, is unsurpassed for net low cost and care of interest of all members.

The Penn Mutual Life Insurance Company of Philadelphia

On January 1, 1920, Rates Were Reduced
and Values Increased to Full 3% Reserve.

8c a week is the cost of The
National Underwriter by
annual subscription.

said. He did not give Mr. Newman credit for having average intelligence to discern the deceptive motives of the solicitor. Mr. Newman said at the close of the interview he told the solicitor that he would wire Col. Taylor at Washington, demanding that this solicitor never come inside of his office again.

Salesmen Must Get in Tune With Prospects

Mr. Newman said that it is necessary for the salesman to get in tune with his prospects. He called attention to the varied shades of the Chinese language as represented in the different provinces. The differences are all due to the pitch of the voice. The Chinaman in one province cannot understand a Chinaman in another province until their voices are pitched in the same key. They may try some minutes to get the proper tonal effect. When they do get tuned up they can carry on a very eloquent conversation. Mr. Newman remarked therefore, that the salesman must learn how to get his instrument in tune with that of the prospect at the earliest possible moment. He must strike the same key note.

Determination Main Factor in Salesman's Success

Mr. Newman scouted the idea that there are but few native salesmen. He said that if a man is honest with himself, is very sincere in what he is doing and selling, tells the truth and knows that what he is selling is right and that the price is right, he cannot fail to make 100 percent sales. All he has to do is to keep on trying. Mr. Newman said that in his opinion there are no brilliant salesmen. There are no "smart" or "slick" salesmen as people generally understand the term. The great success in salesmanship according to Mr. Newman is the determination of the solicitor to keep on calling and presenting his goods in a truthful and forceful way. The salesman must rely on the law of average in calling. Perhaps he will not achieve results at first but he will strike an average if he sticks to it.

Must See People In Order to Make Sales

Mr. Newman said that every salesman must learn the fact that success in his activity results in calling-calling-calling-calling-calling-calling and then calling again. The ability to buy and the ability to sell are not the same in every person. No salesman can make a success by limiting his ability to call. He must see people.

Mr. Newman said that there is no more exhilarating, intoxicating and inspiring work than salesmanship. Success in salesmanship, he said, is not confined to any territory. It does not matter whether a town has 300 people or 3,000,000 people. The principle of salesmanship is the same everywhere.

The man properly sold is a lifetime friend, remarked Mr. Newman. The honest salesman makes friends. He is a repeater. He desires to go back to the same man and sell him again. The "slick" salesman sells but once. He gets a customer's money and goes. The salesman needs to keep a clear head and a clean heart. He does not want to have his brain befuddled. A salesman must learn to read human nature and be able to apply his art accordingly. He must be able to discern the signs of the times and know when and where his goods are particularly desired.

Looking Into a Mirror

There are men who could not sell you a gold dollar at the price of a ten-cent piece, simply because there is something in their personality, physical or moral or vocal, that is repugnant to you. Do you ever get off alone, and hold up the mirror to yourself, and take a good square look, to see whether or not there is anything in your own personality which may be repugnant to others, is an obstacle to your successful approach, and therefore prevents your obtaining the maximum number of applications? Worth doing!—Points.



The Prudential Insurance Company of America

Forrest F. Dryden, President

Home Office, Newark, N. J.

Incorporated under the Laws of the State of New Jersey

NATIONAL RESERVE LIFE INSURANCE CO.

GEO. GODFREY MOORE, President



HOME OFFICE TOPEKA KANSAS

THE BIGGEST POINT

Any life insurance salesman who has "been thru the mill" sooner or later realizes that home office executives who have had long experience actually selling insurance in the field, are best equipped to assist others in selling.

That is the big point that appeals to those live agents in Kansas who have been able to see something more than "a new company" in THE NATIONAL RESERVE LIFE, of TOPEKA.

The President of this unique company has built up a state wide prestige and good will thru twenty years of successful insurance experience.

In organizing the NATIONAL RESERVE LIFE he had in mind the creation of those elements that would most appeal to high grade, enterprising men who want to create something of permanent value to themselves.

NATIONAL RESERVE LIFE policies were built to sell in competition with any others. NATIONAL RESERVE LIFE field cooperation has been designed to fully satisfy the needs of good men rather than to tickle the vanity of home office executives.

THE NATIONAL RESERVE LIFE is young, sound, vigorous, enlightened and bound to win.

It has some unusual "ground floor" opportunities for the right kind of men. You'll want one!

Write at once for particulars, to

GEORGE GODFREY MOORE, President.

Great Southern Life Insurance Company

HOUSTON-DALLAS

"Texas' Hundred Million Dollar Company"

Has never issued a policy with

Double Indemnity

Premium Reduction

Coupons

Group Insurance

(No frills or trimmings)

Issues only

Plain, Simple Contracts

Full Reserve Values

(Cash, Paid Up or Extended Insurance)

Full Total Disability Benefits

Monthly Income Payments to Beneficiaries in All Approved Forms.

We offer no inducements to agents except prompt service and fair treatment. All business conducted on strictly cash basis.

O. S. CARLTON, President, Houston

E. P. GREENWOOD, Vice-President, Dallas

Improved Disability Provision

Claim may be made as soon as disability occurs—no probationary period.

Payments begin immediately on approval of claim—no probationary period.

Monthly payments, lifelong, conditioned on permanence of disability.

Immediate waiver of future premiums—no waiting until next anniversary.

Full amount of insurance paid when insured dies, without deduction for disability payments or for premiums waived.

This new disability provision brings the service of America's oldest legal reserve life insurance company still closer to the needs of the insuring public.

For terms to producing Agents address

The Mutual Life Insurance Company of New York

34 Nassau Street, New York

WANTED District Managers for Good Locations in Ohio

Write the Home Office for further particulars. Here's an opportunity for a good man to get in on the ground floor with a progressive young Ohio company. Salary and Commission.

THE GEM CITY LIFE INSURANCE CO. OF DAYTON, OHIO

A POINT IN YOUR FAVOR

The Grange Life is an opportunity for live agents. They have that opportunity of selling a policy lower in cost than many others and can still go into any community, confident in the knowledge that the protection they offer cannot be bettered nor the company they represent be outdone in service.

GRANGE LIFE INSURANCE COMPANY
LANSING, MICHIGAN

N. P. HULL, Pres.

C. H. BRAMBLE, Secy. and Treas.

I. D. WALLINGTON, Supt. of Agents

WITH INDUSTRIAL MEN

Prudential News

An agent of the Prudential whose record shows the result of his work is Joseph Halpern of New York No. 3. He is the leading industrial and ordinary producer in his district.

Agent Joseph Guarini of Philadelphia No. 9 holds the record in Division D, in the matter of industrial net increase for 1921. Two of his associates in the same district are following close behind in the industrial increase column; Agents Michael Lamassa and Frank Ramaglia.

Agent Rollo L. Farrell of the Minneapolis, Minn., district, is making good progress in writing ordinary.

Agent William Raine of the Waterloo, Iowa district, is showing excellent results in industrial and is the leading agent in the district. Agent Fred P. Hansen is running a close second for leadership honors.

There is a close race on between Agents Claude J. Kees and Leo Leroy Henry of the Waterloo, Ia., district, for district leadership in ordinary, both agents showing good progress to date.

A little man can make a big mistake with impunity, but a big man cannot afford to make even a little mistake.

It's a difficult task to keep a crooked deal under cover. Someone always tilts the lid.

It is better to build up a satisfied clientele upon a sound business basis than to cop off a big volume of premiums by unethical methods.

ACTUARIES

DONALD F. CAMPBELL
CONSULTING ACTUARY

76 West Monroe Street
Telephone Randolph 918
CHICAGO, ILL.

MARCUS GUNN
CONSULTING ACTUARY

29 S. La Salle St. CHICAGO
Telephone, Randolph 7684

FRANK J. HAIGHT
CONSULTING ACTUARY

810-813 Home-Mansur Bldg.
INDIANAPOLIS
Kraft Building, DES MOINES, IOWA

JULIAN C. HARVEY
CONSULTING ACTUARY
Chemical Building ST. LOUIS, MO.

T. J. McCOMB
COUNSELOR AT LAW
CONSULTING ACTUARY
Premiums, Reserves, Surrender Values,
etc., Calculated. Valuations and Exam-
inations Made. Policies and all Life Insur-
ance Forms Prepared. The Law of
Insurance a Specialty.
Colonial Bldg. OKLAHOMA CITY

J. H. NITCHIE
ACTUARY
1632 Association Bldg. 193. LaSalle St.
Telephone State 4992 CHICAGO

J. CHARLES SEITZ
CONSULTING ACTUARY
Author of
"System and Accounting"
200 So. La Salle St. CHICAGO

FREDERIC S. WITTINGTON
CONSULTING ACTUARY
402-404 Kraft Building
Tel. Walnut 3761 DES MOINES, IOWA

HOME LIFE INSURANCE CO.
NEW YORK

WM. R. MARSHALL, President

The 60th Annual statement shows admitted Assets of \$7,780,735 and the Insurance in Force \$185,755,819—a gain for the year 1919 of over \$27,000,000. The insurance effected during the year was over \$40,000,000, or 63% more than in the previous year. The amount paid to policy-holders during the year was over \$4,388,000.

W. A. R. BRUEHL & SONS
General Managers
Central and Southern Ohio and Northern Kentucky
Rooms 601-606 The Fourth Nat. Bank Bldg.
CINCINNATI, OHIO

HOYT W. GALE
General Manager for Northern Ohio
229-233 Leader-News Building
CLEVELAND, OHIO

Train Man Thoroughly, Then Direct His Attention Along Right Lines, Basis of M. W. Eastcott's Work with New Agents

"RESOLVED," says Buster Brown, better known in this case as W. M. Eastcott, manager in Grand Rapids, Mich., for the Sun Life, "that the electric iron without the electric current is like the man without ambition—not worth a cent. That's the difference in men. Some are conducted to the source of supply and are full of love, kindness and friendship and force. Others are in the market for sale as old iron and some are not even for sale. They are concealed flatirons who think they can work without heat. They are like men without an honest impulse in their hearts. But, mind you, the iron must be properly directed after it is heated for an overzealous pinhead is a dangerous piece of work."

Mr. Eastcott has made a name for himself in the underwriters' world as a trainer of men. That is his forte, and, though not the only asset, it is the one which is directly responsible for the high valuation his company sets upon him. He is in the game because he likes it and a dozen or more years activity in the field has only whetted his appetite for life insurance work. He believes each agent is a potential leader, but never loses sight of the fact that a salesman occupies an important position in the present.

"The real reason," the Sun man says, "for the existence of the solicitor is that he may give life insurance service to the largest possible number of people."

Mental Attitude of Agent Biggest Factor

Because time, thought and energy are all any man has to offer, Mr. Eastcott believes everyone should give them to the fullest extent. He charges all his men to think and deal in fundamentals, declaring "business conditions" count for little if a salesman has the proper mental attitude. He urges thoroughness, particularly in preparation of canvass, which he claims is as necessary in many cases as a lawyer's brief. He says when any man can see in clear detail what he is to accomplish, he has done 50 percent of the job. Regarding system, Mr. Eastcott says:

"It is demonstrated beyond a doubt that the men who are getting the biggest results today are those who have

systematic methods of canvassing. Some of the methods in use are valuable because of local conditions only. But the majority of them can be utilized by any keen, aggressive insurance salesman who is filled with a great desire to accomplish the best results.

Personal Interview Needed in Each Case

"The continuous development of one's ability and the proper use of one's time are perhaps two of the most important thoughts along this line. The agent who has reached that point where he feels he knows it all is certainly on his way toward the toboggan slide, and it therefore behoves each one of us to use all reasonable and possible methods to increase our knowledge of the business and develop our ability. There is only one sure method of knowing whether John Jones or any other person can be interested in your proposition and this is by a personal interview."

Mr. Eastcott is in favor of scientific interviews and has the big "controls" of a prospect lined up as including heart, head, pride, comfort and pocketbook, each of which offers points of contact, and each of which must be attacked in a different way.

Life insurance is sold, not bought, asserts the Grand Rapids manager, and he urges every salesman to have complete confidence in his goods. He says life insurance is a necessity, and knowing this and failing to acquire it, a prospect can be shown to be neglecting his duty. "Probably your wife wouldn't consent," he says to a prospect, "but would your widow?"

"Work with vision and vigor," Mr. Eastcott tells his men, "make intensive use of time; keep a live prospect list, dumping out the china eggs and digging up new names each day. Keep a systematic record of main results of interviews."

He believes in playing the game for all it is worth and has faith in the outcome of right doing and in helping others along lines of the Golden Rule, which he terms not only the best moral but also the best business principle.

"Above all," he asks, "be a modest winner and a good loser."

HOW AGENTS KEEP FROM RUSTING

VICE-PRESIDENT THOMAS A. BUCKNER of the New York Life advises local agents not to overlook the small cases, the pot boilers, as he calls them. They teach an agent how to write insurance and prepare him for the bigger ones. Mr. Buckner said that the bone and sinew of the New York Life are the smaller policies. He means by this the amounts that agents used to write six years ago before the war. In commenting on the subject, he referred to I. S. Kibbrick, of Brockton, Mass., who pays between \$800,000 and \$900,000 of business a year, having grown gradually into this estate in the five years he has been with the New York Life. Mr. Kibbrick uses the small cases as educators, to teach them how to write insurance.

In speaking of this, Mr. Buckner says:

"In this way Mr. Kibbrick doesn't rust out, waiting for the big ones. The people who are insured for the smaller amounts are more inquisitive, they ask more questions, and need more information oftentimes than the man who takes \$25,000, \$50,000, \$100,000, or more. So Kibbrick busies himself between

times with the lesser insurances. He gets from them his selling experience, his knowledge of human nature and his ability to handle people, his knowledge of the business, his line of approach, so that his equipment is at all times polished and shining and ready when the big cases come along. And he lands 'em, as his record shows.

* * *

"There is common sense and sound business judgment in this method of procedure. It keeps his hand in and makes him up-to-date and ready for the surprise and upsets that come to every seller of life insurance. He isn't caught napping. We have seen, oh, so many men lie idle while they were waiting for "something big" to turn up. Meanwhile their living expenses were going on, they were friveling away their time on matters of little moment, getting upset at the thought that business wasn't coming in as they expected; and finally when a big case did come, they weren't ready for it, were in no condition to meet and handle it. *They had gone stale!* They hadn't kept in trim by writing the smaller cases, by doing some business all the time.

THE TWIN CITY LIFE

Insurance Company

SAINT PAUL

MINNESOTA

**Insurance in Force, \$4,421,000
Surplus to Policyholders, 136,384**

Do you want to locate in the Northwest? We can offer you liberal contracts in Minnesota, North Dakota or South Dakota.

We are not trying to make a record for size, but we do write a nice clean business, combined with real service to our policyholders.

If your viewpoint and ours agree, we can do business with each other.

WRITE US

A. M. MIKKELSON, Secy.

J. IVAN RHEA, Supt. of Agents

1867

1921

THE EQUITABLE LIFE INSURANCE COMPANY OF IOWA

RESULTS OF 1920

**\$254,538,407.00 of Insurance in Force.
62,399,248.00 New Business in 1920 (paid for)**

Sixty-nine per cent of all business written since organization still in force.

For information address: Home Office, Des Moines

The Farmers & Bankers Life Insurance Company

Largest volume of business—Greatest amount of assets—Largest yearly production of any Kansas life insurance company. Truly it

LEADS THEM ALL IN KANSAS

Home Offices

Wichita, Kansas

RARE OPPORTUNITY

Two General Agency Openings In the State of Montana

A splendid direct Home Office contract under which a profitable and permanent business can be established is waiting for the right man.

THE COMPANY NOW HAS MORE THAN \$76,000,000 OF INSURANCE IN FORCE

**The Minnesota Mutual Life Insurance Co.
ST. PAUL, MINNESOTA**

A text book for beginners, a review book for experienced men, a book that every life insurance man should have—Jacob A. Jackson's "Easy Lessons in Life Insurance," \$1.00, including Quis Book supplement. The National Underwriter, 1362 Insurance Exchange, Chicago.

The Test of Service

The ultimate success of a life insurance company depends upon what those who have bought its policies in the past think of the service they have received. The Massachusetts Mutual passes this test with flying colors. Over \$45,000,000, or 35%, of the business delivered last year was on the lives of men and women already insured in the Company.

JOSEPH C. BEHAN, Superintendent of Agencies
Massachusetts Mutual Life Insurance Company
Springfield, Massachusetts.
Incorporated 1851

Organized 1871

Life Insurance Company of Virginia

Richmond, Virginia

Oldest, Largest, Strongest Southern Life Insurance Company
 Issues the Most Liberal Forms of Ordinary Policies from \$1,000.00 to \$50,000.00
 and Industrial Policies from \$12.50 to \$1,000.00

Condition on December 31, 1919

Assets	\$ 20,700,133.74
Liabilities	18,650,203.62
Capital and Surplus	2,049,930.12
Insurance in Force	176,501,808.00
Payments to Policyholders	1,851,338.97
Total Payments to Policyholders Since Organization	\$23,840,173.80

John G. Walker, President

THE PERFECT PROTECTION POLICY OF THE RELIANCE LIFE

gives you something absolutely new and different to talk to your prospects. Gives you a chance to earn more money than you are now making.

Our Life Insurance Contracts contain the most up-to-date clauses known to the Insurance World. The Accident and Health gives full protection for at least a third less cost than regular casualty companies. Our agency contracts are as liberal as can be made.

WRITE AND WE WILL TELL YOU MORE ABOUT OURSELVES

Reliance Life Insurance Company of Pittsburgh Farmers Bank Building Pittsburgh, Pa.

Are You Permanently Established?

Write for Territory
 Pennsylvania—Ohio—West Virginia
 PHILADELPHIA LIFE INSURANCE CO.
 PHILADELPHIA

One SECRET OF OUR SUCCESS IS SERVICE We have a contract for you under which your income will be limited only by your activities

A REAL PROPOSITION FOR A REAL MAN

FEDERAL CASUALTY COMPANY, DETROIT, MICHIGAN
 Cash Capital, \$200,000.00
 V. D. CLIFF, President

"SAFE AS A GOVERNMENT BOND"
The OHIO STATE LIFE
 LIFE, HEALTH, ACCIDENT AND MONTHLY INCOME INSURANCE.
 SEE → LATEST POLICIES AND AGENCY CONTRACT FOR FACTS
 Openings OHIO, IND., KY., MICH. and W. VA. Write Columbus

RESTORING COURAGE TO NEW AGENTS

GEORGE T. BAXTER, second vice-president of the Mutual Life, in illustrating how new agents can reinforce their courage, says that men who have become members of secret societies and fraternal orders were considerably agitated before they were initiated because of the stunts that they would possibly be called upon to pass through. Members of the lodges would hint at various degrees of physical injury and all this told in a straight-faced style, got on the nerves of the novices. Then, as Mr. Baxter expresses it, courage was restored by the thought that tens of thousands of people had entered these lodges, hundreds were going through the same mill daily and all emerged unharmed. He applies this to the new agents as follows:

* * *

"The new agent is prone to become easily discouraged, and because he meets with numerous failures he doubts whether or not he can ever become a successful life insurance salesman. Let

me point out to him that, as with the candidate for lodge initiation, so it is with the newcomer to life insurance. Thousands and thousands of men like him have passed this way and they underwent just such an initiation. Instead of being discouraged by a defeat, and of allowing his confidence in himself to be impaired or destroyed, he should tell himself that there is an answer to every objection that the prospect raises, and that after he has learned these answers, and has learned how to tell his story simply and convincingly, he will not so frequently leave a prospect without a signed application. In other words, he must 'learn the business,' as every business must be learned. Search out the causes of failure—find the answer to his objection, learn how to meet his insurance need—and you will be armed for the next encounter with a similar prospect. Other men have stood where you stand now—at the threshold of life insurance salesmanship—and, meeting just such experiences as are now troubling you, they used them as stepping stones to success."

RULING ON INHERITANCE TAX

Wisconsin Supreme Court Hands Down Important Decision as to Levy on Life Insurance

MILWAUKEE, WIS., June 1.—The Wisconsin supreme court today upheld a decision by County Judge Sheridan, who denied the right of the state under the inheritance tax laws to collect inheritance tax on life insurance carried by Charles Allis, the iron and steel manufacturer, aggregating \$306,000 and payable to the widow. While copies of the decision have not yet been received here, insurance men believe that the decision means that the state will be prevented from collecting inheritance taxes on thousands of dollars of life insurance on which the state proposed to collect tax by virtue of the Wisconsin law declaring life insurance a part

of the estates of decedents. Judge Sheridan held that the insurance was the separate property of Mrs. Allis and no part of the estate of Mr. Allis, and this was sustained upon appeal by the state to the supreme court.

Phoenix Mutual Gets Publicity

The Associated Press sent out a news story from Hartford this week that caught many front pages. Here it is:

"A special train carrying the Phoenix Mutual Life's best salesmen from the west and middle west to a field convention at the home office here June 7-10 has been insured by the company in Lloyds of London for \$1,000,000. 'It is well worth the premium,' said President John L. Holcombe, 'for it protects against the loss of agents who, during the last month, with business conditions bad, have beaten the biggest previous thirty days of the Phoenix Mutual.'"

YOUR OPPORTUNITY

One of the large Canadian Life Companies, well established and offering up to date policy and agency contracts, is desirous of extending its field of operations in the States of Michigan, Ohio, Pennsylvania, and Illinois. To the right men, capable of developing portions of these fields, an attractive proposition will be made. When writing, kindly state age, life insurance experience and other particulars of fitness.

Address 95-J Care The National Underwriter

OPPORTUNITY

Supervisor of Agents wanted for Iowa territory, with experience both in personal production and employing and training agents. Salary and traveling expenses.

F. A. FERGUSON, President & General Manager.
 Iowa Life Insurance Company, Waterloo, Iowa.

The Midland Mutual Life Insurance Company OF COLUMBUS, OHIO

Dr. W. O. Thompson, President

H. B. Arnold, First Vice-Pres. and Counsel
 Dr. E. J. Wilson, Vice-Pres. and Med. Director
 J. D. Price, Vice-President
 F. H. Huntington, Treasurer

G. W. Steinman, Secretary
 C. G. Barratt, Asst. Secretary
 J. Chas. Rist, Actuary
 J. G. Monroe, Supt. of Agencies